

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	27/04/21	Discussion and Assurance
Trust Board Committee	29/04/21	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 January 2020 to December 2020) is 103 but remains within the expected range.
- **CAS alerts** - compliant.
- **MRSA** – 0 cases reported.
- **C DIFF** – 8 cases reported this month.
- **90% of Stay on a Stroke Unit** – threshold of 80% achieved with 90.6% reported in March.
- **12 hour trolley wait** - 0 breaches reported.
- **VTE** – compliant at 98.8% in April.
- **Cancelled operations OTD** – 0.7% reported in April.
- **Cancer Two Week Wait** was 96.0% in March against a target of 93%.
- **Cancer Two Week Wait (Symptomatic Breast)** was 94.9% in March against a target of 93%.

Performance Challenges:

- **1 Never Event** reported in April.
- **Fractured neck of femurs operated 0-35hrs** – performance is below target of 72% at 51.9%.
- **UHL ED 4 hour performance** – 68.7% for April, system performance (including LLR UCCs) for April is 77.1%.
- **Ambulance Handover 60+ minutes (CAD)** – performance at 7.5%.
- **Cancer 31 day treatment** was 85.2% in March against a target of 96%.
- **Cancer 62 day treatment** was 58.6% in March 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 50.2% at the end of April.
- **52+ weeks wait** – 12,370 breaches reported in April.
- **Diagnostic 6 week wait** was 38.2% against a target of 1% in April.
- **Patients not rebooked within 28 days following late cancellation of surgery** – 6.
- **Statutory and Mandatory Training** is at 88%.
- **Annual Appraisal** is at 80.0%.
- **TIA (high risk patients)** – 52.8% reported in April

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
 Safely and timely discharge
 Improved Cancer pathways

[Yes /No /Not applicable]

[Yes /No /Not applicable]

[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 / No / Not applicable]
Estate investment and reconfiguration	[Yes / No / Not applicable]
e-Hospital	[Yes / No / Not applicable]
More embedded research	[Yes / No / Not applicable]
Better corporate services	[Yes / No / Not applicable]
Quality strategy development	[Yes / No / Not applicable]

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:

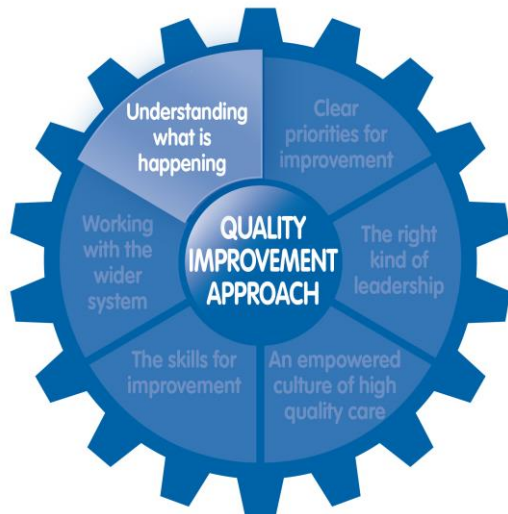
Does this paper reference a risk event?	Select (X)	Risk Description:
Strategic: Does this link to a <i>Principal Risk</i> on the BAF?	X	Failure to deliver key performance standards for emergency, planned and cancer care.
Organisational: Does this link to an <i>Operational/Corporate Risk</i> on Datix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

5. Scheduled date for the **next paper** on this topic: 24th June 2021
6. Executive Summaries should not exceed **5 sides** My paper does comply



Quality and Performance Report

April 2021



One team shared values

Operational Delivery Unit



CONTENTS

Introduction	3
Statistical Process Control charts overview	4
Performance Overview	8
Safe	18
Caring	25
Well Led	29
Effective	32
Responsive	36
Responsive – Cancer	43
Outpatient Transformation	47
Urgent Care Standards	49
Exception Reports	51

UNIVERSITY HOSPITALS OF LEICESTER NHS TRUST

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

DATE: 27th MAY 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: APRIL 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 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. Assurance rates key Green = Reasonable/Substantial Assurance, Amber = Limited Assurance and Red = No Assurance.

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.

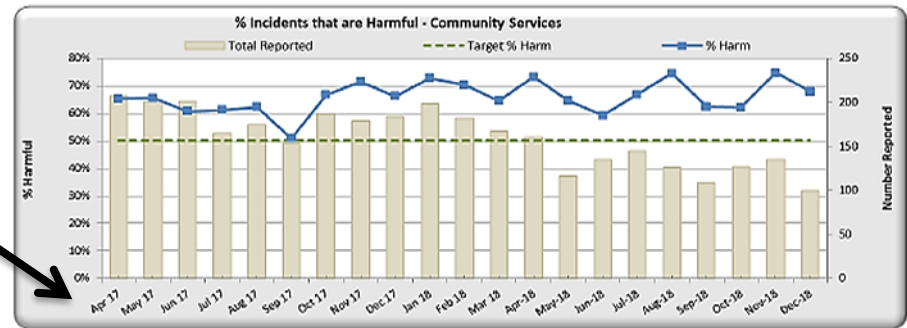
Within an SPC chart there are three different patterns to identify:

- 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

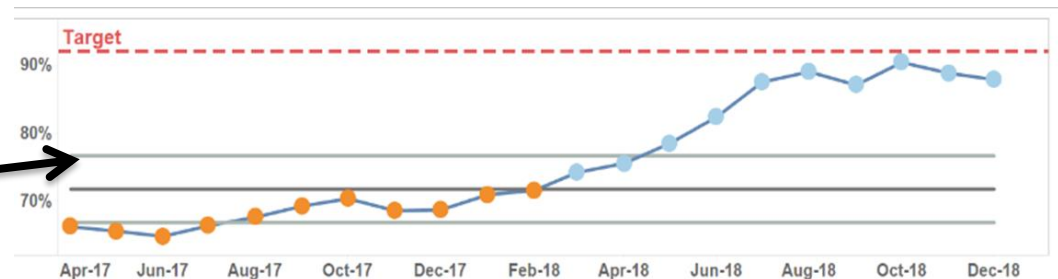


Key elements of a SPC dashboard

Appreciation of variance over time



Highlighting special cause and its nature



One team shared values



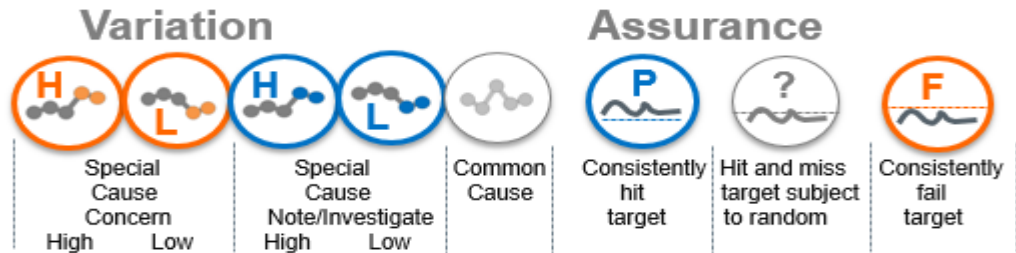
Key elements of a SPC dashboard

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.



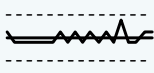













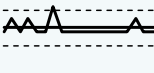






	Jun-18	Target	Variation	Target Capability	Comment
Staff Sickness absence	4.4%	3.5%			Shift change in August 2017 showing increase in sickness - staff survey review indicated.....

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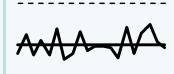

Performance Overview

Domain	KPI	Target	Feb-21	Mar-21	Apr-21	YTD	Assurance	Variation	Trend	Data Quality Assessment
Safe	Never events	0	0	1	1	1				Jan-20
	Overdue CAS alerts	0	0	0	0	0				Nov-19
	% of all adults VTE Risk Assessment on Admission	95%	98.6%	98.6%	98.8%	98.8%				Dec-19
	Emergency C-section rate	No Target	21.7%	21.7%	22.4%	22.4%				Feb-20
	Clostridium Difficile	108	5	7	8	8				Nov-17
	MRSA Total	0	0	0	0	0				Nov-17
	E. Coli Bacteraemias Acute	No Target	11	7	9	9				Jun-18
	MSSA Acute	No Target	2	4	6	6				Nov-17

One team shared values



Performance Overview

Domain	KPI	Target	Feb-21	Mar-21	Apr-21	YTD	Assurance	Variation	Trend	Data Quality Assessment
Safe	COVID-19 Community Acquired <= 2 days after admission	No Target	61.7%	78.2%	81.4%	81.4%				Oct-20
	COVID-19 Hospital-onset, indeterminate, 3-7 days after admission	No Target	16.5%	8.3%	17.1%	17.1%				Oct-20
	COVID-19 Hospital-onset, probable, 8-14 days after admission	No Target	13.0%	6.8%	0.0%	0.0%				Oct-20
	COVID-19 Hospital-onset, healthcare-acquired, 15 or more days after admission	No Target	8.8%	6.8%	1.4%	1.4%				Oct-20
	All falls reported per 1000 bed days	5.5	5.4	3.7		4.6				Oct-20
	Rate of Moderate harm and above Falls PSIs with finally approved status per 1,000 bed days	No Target	0.10	0.07		0.10				Oct-20
	Pressure Ulcers - All Validated	No Target	82	60	66	66				New KPI

One team shared values



Performance Overview

Domain	KPI	Target	Feb-21	Mar-21	Apr-21	YTD	Assurance	Variation	Trend	Data Quality Assessment	
Caring	Staff Survey Recommend for treatment	No Target	Reporting will commence once national reporting resumes								Data sourced externally
	Single Sex Breaches	0	Reporting will commence once national reporting resumes							Mar-20	
	Inpatient and Day Case F&F Test % Positive	TBC	99%	98%	98%	98%				Mar-20	
	A&E F&F Test % Positive	TBC	94%	90%	89%	89%				Mar-20	
	Maternity F&F Test % Positive	TBC	95%	97%	97%	97%				Mar-20	
	Outpatient F&F Test % Positive	TBC	95%	94%	95%	95%				Mar-20	
	Complaints per 1,000 staff (WTE)	No Target									Jan-20

One team shared values



Performance Overview

Domain	KPI	Target	Feb-21	Mar-21	Apr-21	YTD	Assurance	Variation	Trend	Data Quality Assessment	
Well Led	Staff Survey % Recommend as Place to Work	No Target	Reporting will commence once national reporting resumes								Data sourced externally
	Turnover Rate	10%	9.3%	9.3%	9.1%	9.1%				Nov-19	
	Sickness Absence (Excludes E&F staff)	3%	7.3%	6.3%		7.1%				Mar-21	
	% of Staff with Annual Appraisal (Excludes E&F staff)	95%	78.9%	80.2%	80.0%	80.0%				Mar-21	
	Statutory and Mandatory Training	95%	88%	88%	88%	88%				Feb-20	
	Nursing Vacancies	No Target	12.3%	11.9%	11.4%	11.4%				Dec-19	

One team shared values














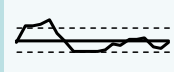


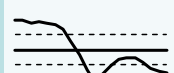




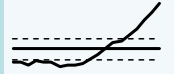
Performance Overview

Domain	KPI	Target	Feb-21	Mar-21	Apr-21	YTD	Assurance	Variation	Trend	Data Quality Assessment
Effective	Mortality Published SHMI	100	100	101	103	103 (Jan 19 to Dec 20)				May-21
	Mortality 12 months HSMR	100	108	112	115	115 Feb 20 to Jan 21				May-21
	Crude Mortality Rate	No Target	2.6%	1.5%	1.4%	1.4%				May-21
	Emergency Readmissions within 30 Days	8.5%	9.9%	9.2%		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%	73.0%	68.0%	51.9%	51.9%				Sep-20
	Stroke - 90% Stay on a Stroke Unit	80%	84.1%	90.6%		86.9%				Mar-20
	Stroke TIA Clinic Within 24hrs	60%	53.8%	60.8%	52.8%	52.8%				Mar-20

One team shared values



Performance Overview

Domain	KPI	Target	Feb-21	Mar-21	Apr-21	YTD	Assurance	Variation	Trend	Data Quality Assessment
Responsive	ED 4 hour waits UHL	95%	68.7%	71.8%	68.7%	68.7%				Mar-20
	ED 4 hour waits Acute Footprint	95%	77.8%	79.8%	77.1%	77.1%				Data sourced externally
	12 hour trolley waits in A&E	0	0	0	0	0				Mar-20
	Ambulance handover >60mins	0.0%	4.2%	3.5%	7.5%	7.5%				Data sourced externally
	RTT Incompletes	92%	52.8%	51.1%	50.2%	50.2%				Nov-19
	RTT Waiting 52+ Weeks	0	10,942	12,625	12,370	12,370				Apr-21
	Total Number of Incompletes	TBC	84,470	87,968	91,700	91,700				Nov-19

One team shared values



Performance Overview

Domain	KPI	Target	Feb-21	Mar-21	Apr-21	YTD	Assurance	Variation	Trend	Data Quality Assessment
Responsive	6 Week Diagnostic Test Waiting Times	1.0%	39.3%	35.9%	38.2%	38.2%				Nov-19
	Cancelled Patients not offered <28 Days	0	32	7	6	6				Nov-19
	% Operations Cancelled OTD	1.0%	0.9%	0.5%	0.7%	0.7%				Apr-21
	Long Stay Patients (21+ days)	135	184	162	140	140				Sep-20
	Inpatient Average LOS	No Target	3.4	4.1	3.3	3.3				Sep-20
	Emergency Average LOS	No Target	5.3	5.1	5.1	5.1				Sep-20

One team shared values



Performance Overview

Domain	KPI	Target	Jan-21	Feb-21	Mar-21	YTD	Assurance	Variation	Trend	Data Quality Assessment
Responsive - Cancer	2WW	93%	92.7%	95.9%	96.0%	92.3%				Dec-19
	2WW Breast	93%	91.3%	96.0%	94.9%	95.4%				Dec-19
	31 Day	96%	86.9%	93.5%	85.2%	91.1%				Dec-19
	31 Day Drugs	98%	98.9%	98.6%	100%	99.6%				Dec-19
	31 Day Sub Surgery	94%	62.7%	78.7%	56.9%	71.7%				Dec-19
	31 Day Radiotherapy	94%	95%	97.5%	96.8%	93.4%				Dec-19
	Cancer 62 Day	85%	65.8%	62.4%	58.6%	68.5%				Dec-19
	Cancer 62 Day Consultant Screening	90%	63.3%	45.0%	51.7%	63.9%				Dec-19

One team shared values



Performance Overview

Domain	KPI	Target	Feb-21	Mar-21	Apr-21	YTD	Assurance	Variation	Trend	Data Quality Assessment
Outpatient Transformation	% DNA rate	No Target	6.5%	6.5%	6.4%	6.4%				Feb-20
	% Non Face to Face Appointments	No Target	48.7%	45.8%	42.3%	42.3%				Feb-20
	% 7 day turnaround of OP clinic letters	90%	84.6%	83.1%	87.4%	87.4%				Feb-20

One team shared values



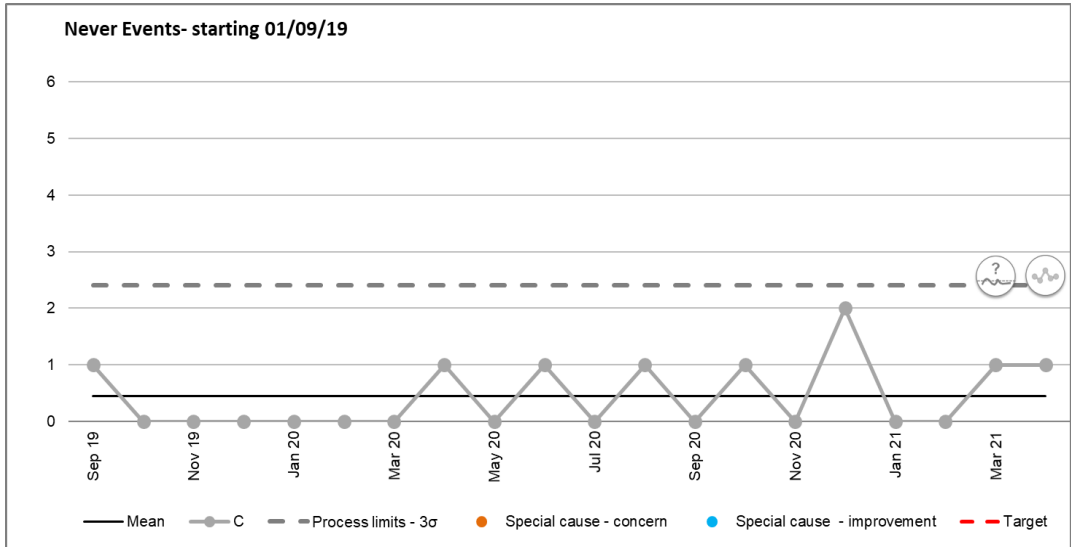
Performance Overview

Domain	KPI	Target	Feb-21	Mar-21	Apr-21	YTD	Assurance	Variation	Trend	Data Quality Assessment
Draft Urgent Care Standards	Mean Time to Initial Assessment	No Target	7.9	7.8	9.0	9.0				TBC
	Mean Time in ED	No Target	230	213	226	226				TBC
	Number of 12 hour waits in the Emergency Department	No Target	374	285	392	392				TBC

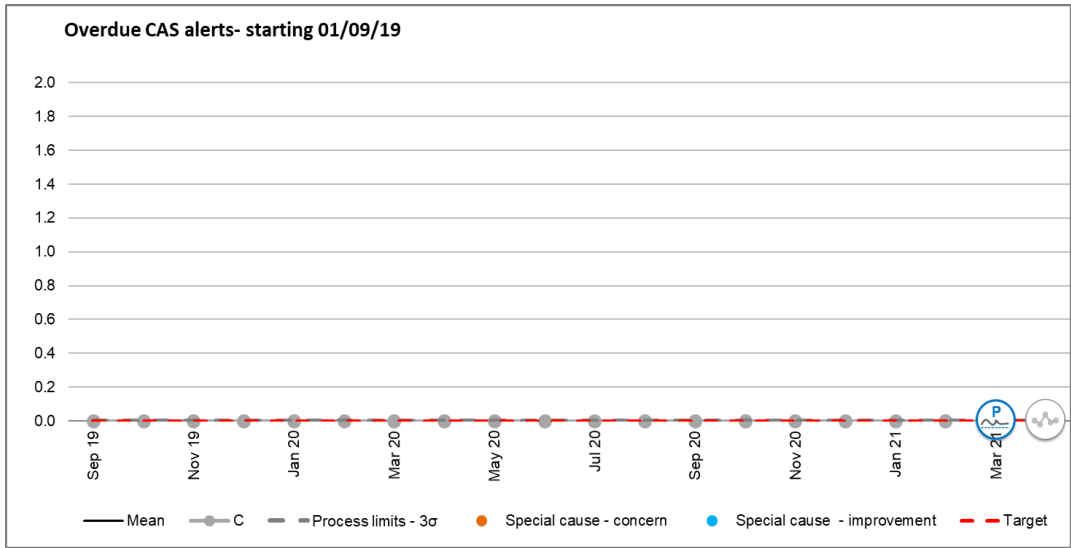
One team shared values



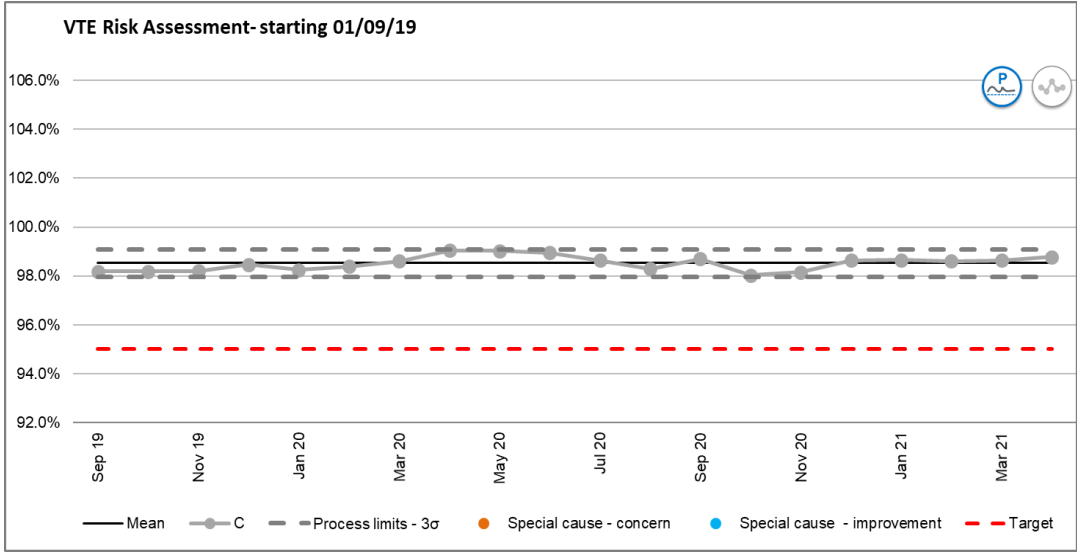
Metric	Apr 21	YTD	Target
Never Events	1	1	0
7 never events in the last 12 months.			



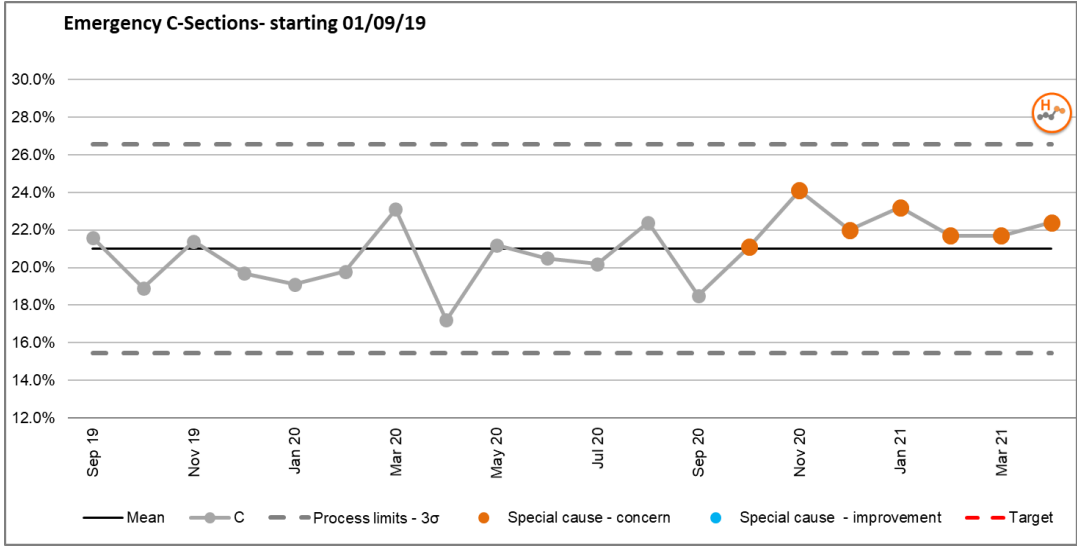
Metric	Apr 21	YTD	Target
Overdue CAS alerts	0	0	0
No overdue CAS alerts since June 2019.			



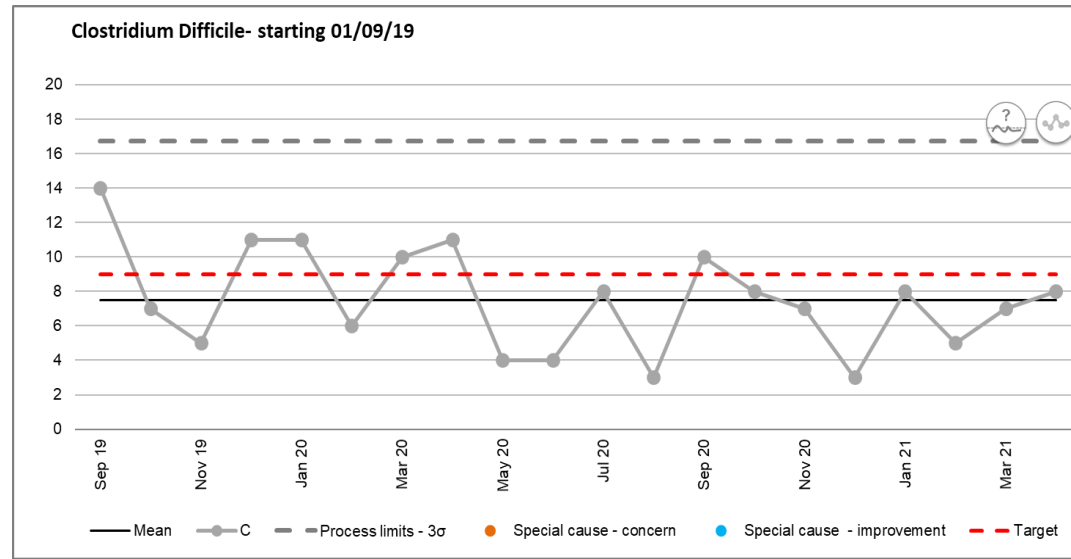
Metric	Apr 21	YTD	Target
VTE Risk Assessment	98.8%	98.8%	95%
Common cause variation, likely to deliver target next month.			



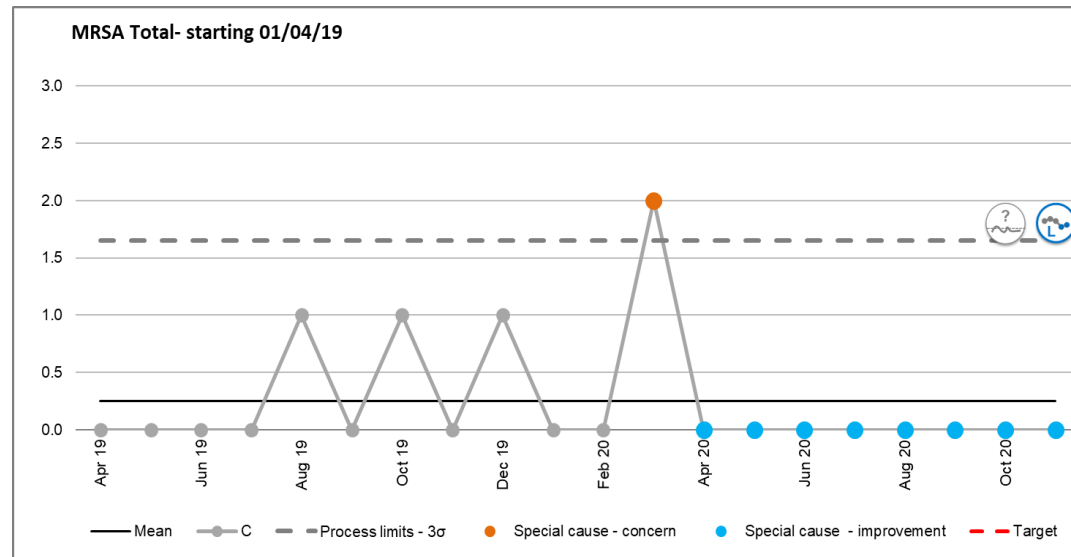
Metric	Apr 21	YTD	Target
% Emergency C-Sections	22.4%	22.4%	No National Target
Special cause concern, the last 7 months have been above the mean.			



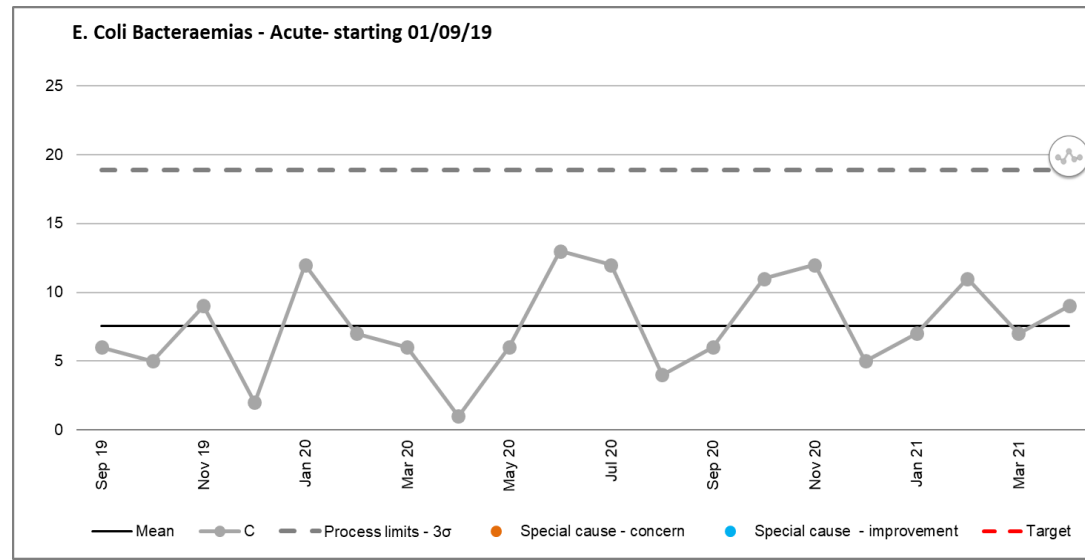
Metric	Apr 21	YTD	Target
Clostridium Difficile	8	8	108
No significant variation. May achieve target next month.			



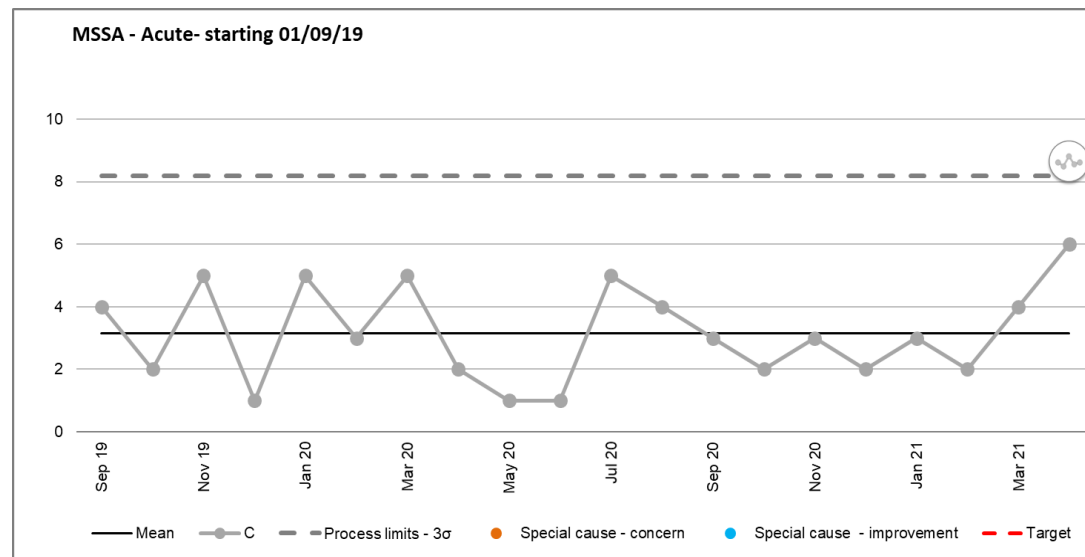
Metric	Apr 21	YTD	Target
MRSA Total	0	0	0
No assurance if target will be achieved next month.			



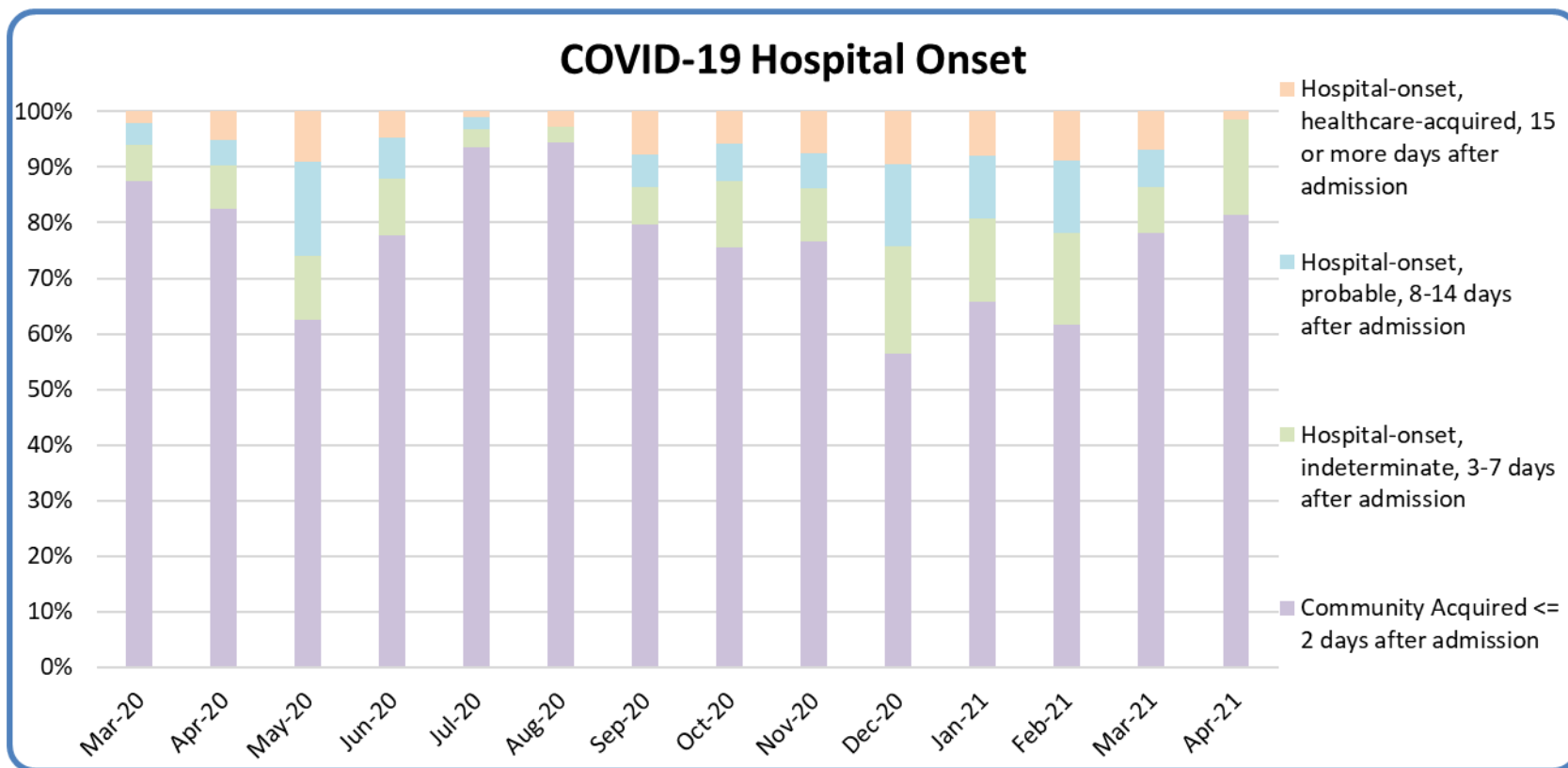
Metric	Apr 21	YTD	Target
E. Coli Bacteraemias - Acute	9	9	No National Target
No significant variation.			



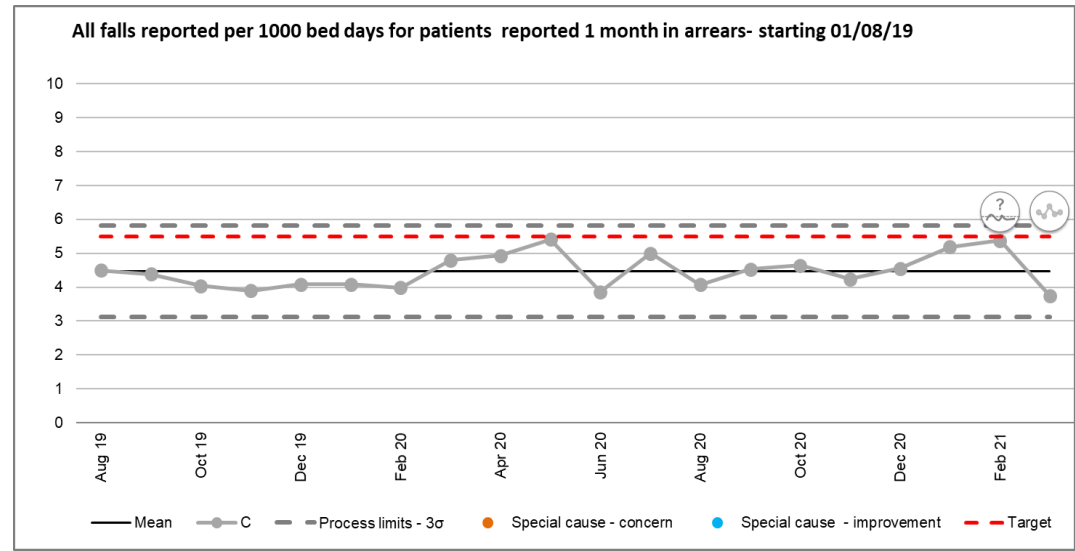
Metric	Apr 21	YTD	Target
MSSA - Acute	6	6	No National Target
Normal variation.			



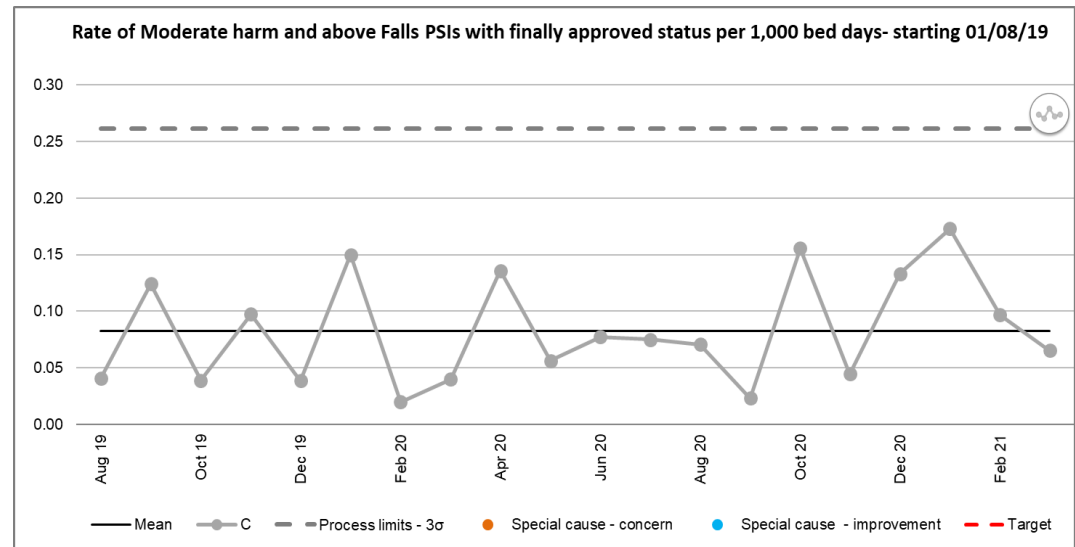
NHSI COVID-19 Onset Category	Mar-20		Apr-20		May-20		Jun-20		Jul-20		Aug-20		Sep-20		Oct-20		Nov-20		Dec-20		Jan-21		Feb-21		Mar-21		Apr-21	
	Patients	%	Patients	%	Patients	%	Patients	%	Patients	%	Patients	%	Patients	%	Patients	%	Patients	%	Patients	%	Patients	%	Patients	%	Patients	%	Patients	%
Community 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%	370	61.7%	161	78.2%	58	81.4%
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%	99	16.5%	17	8.3%	12	17.1%
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%	78	13.0%	14	6.8%	0	0.0%
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%	53	8.8%	14	6.8%	1	1.4%
Total	249	100%	751	100%	378	100%	216	100%	93	100%	36	100%	118	100%	314	100%	739	100%	853	100%	1193	100%	600	100%	206	100%	71	100%



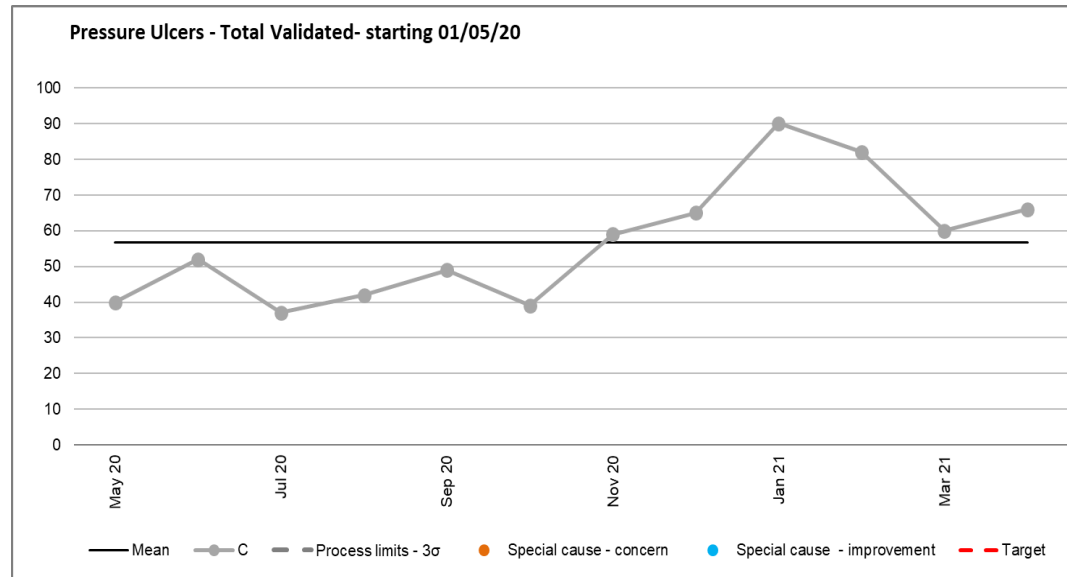
Metric	Mar 21	YTD	Target
All falls reported per 1000 bed days for patients	3.7	4.6	5.5
Common cause variation, no assurance that the target will be delivered next month.			



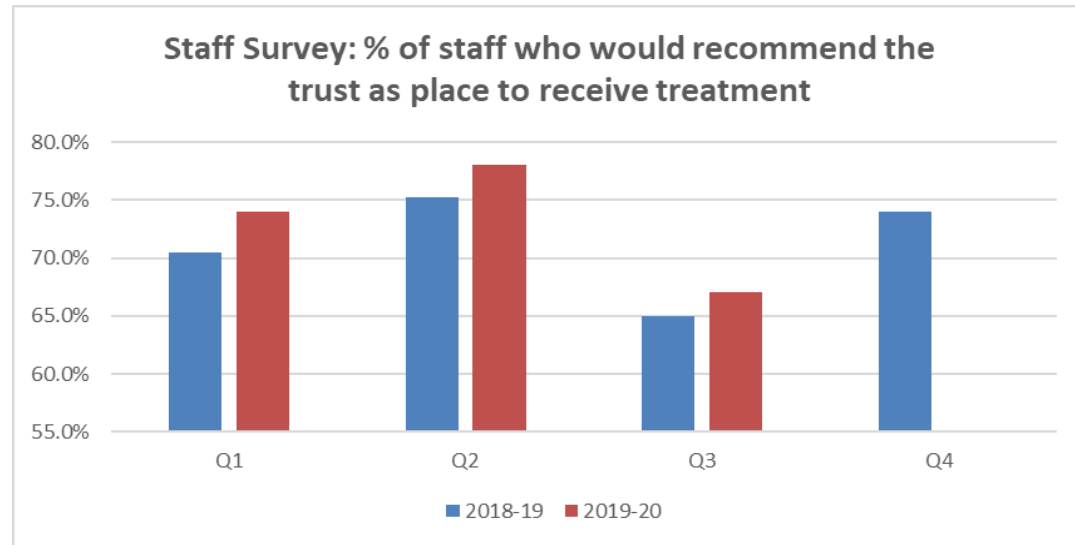
Metric	Mar 21	YTD	Target
Rate of Moderate harm and above Falls PSIs with finally approved status per 1,000 bed days	0.07	0.10	No National Target
No significant variation.			



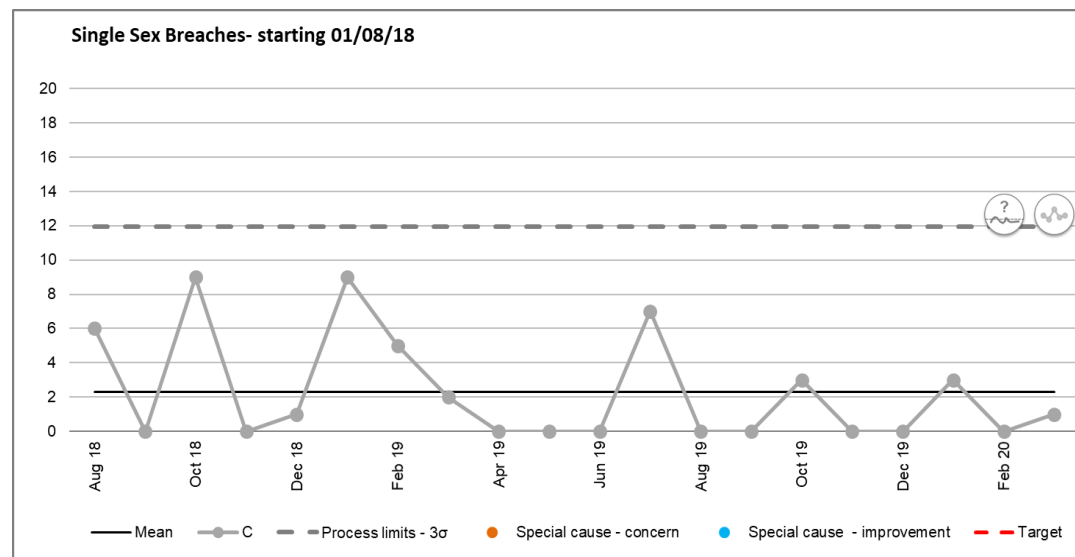
Metric	Apr 21	YTD	Target
Pressure Ulcers – Total Validated	66	66	No National Target
<p>The number of pressure ulcers have increased over winter this year, which runs parallel to higher acuity and the second pandemic wave.</p>			



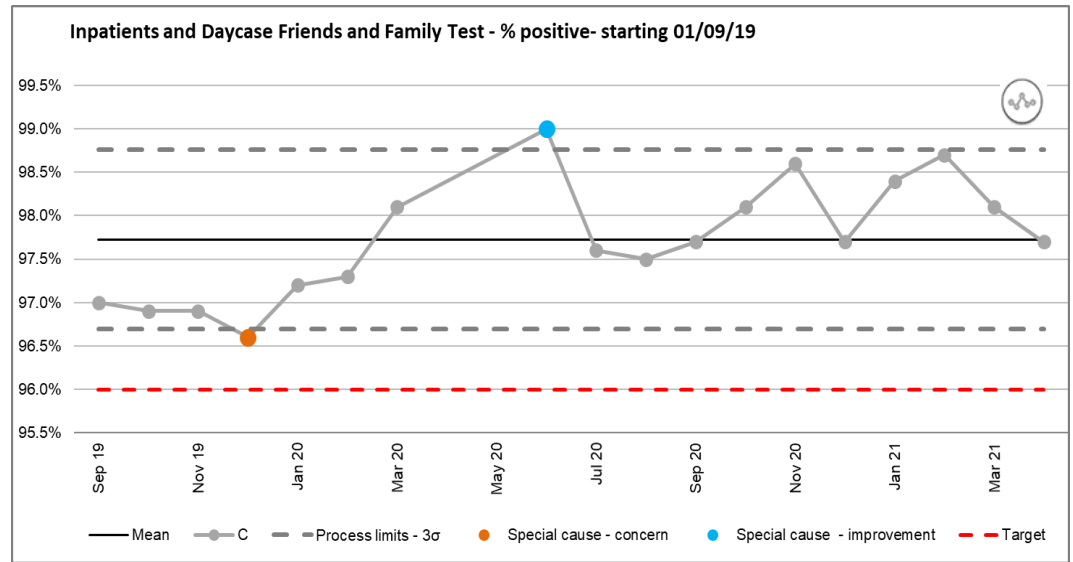
Metric	Q3 19/20	YTD	Target
% of staff who would recommend the trust as place to receive treatment	67%	73%	No National Target
Reporting will commence once national reporting resumes.			



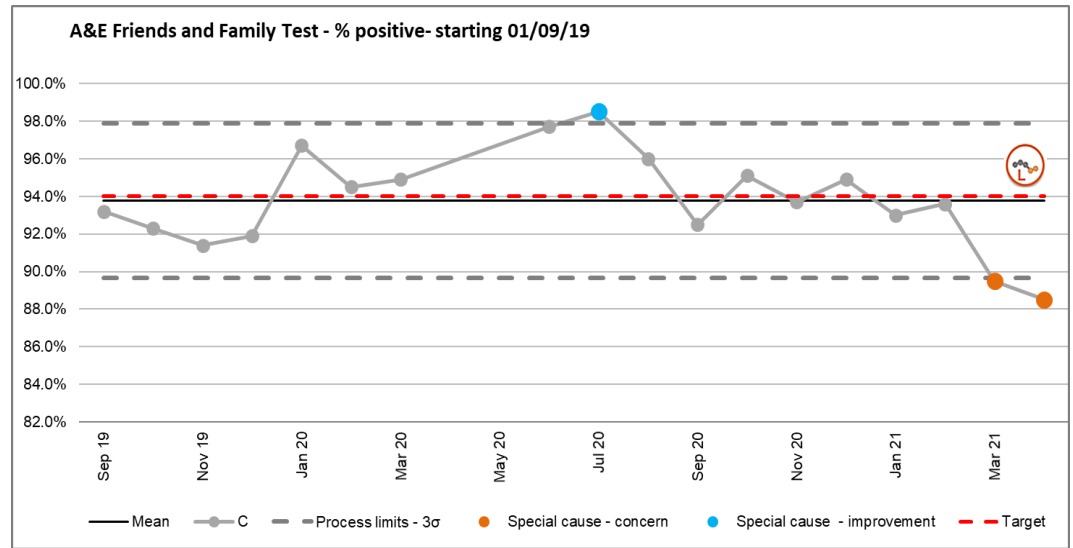
Metric	Mar 20	YTD	Target
Single Sex Breaches	1	14	0
Reporting will commence once national reporting resumes.			



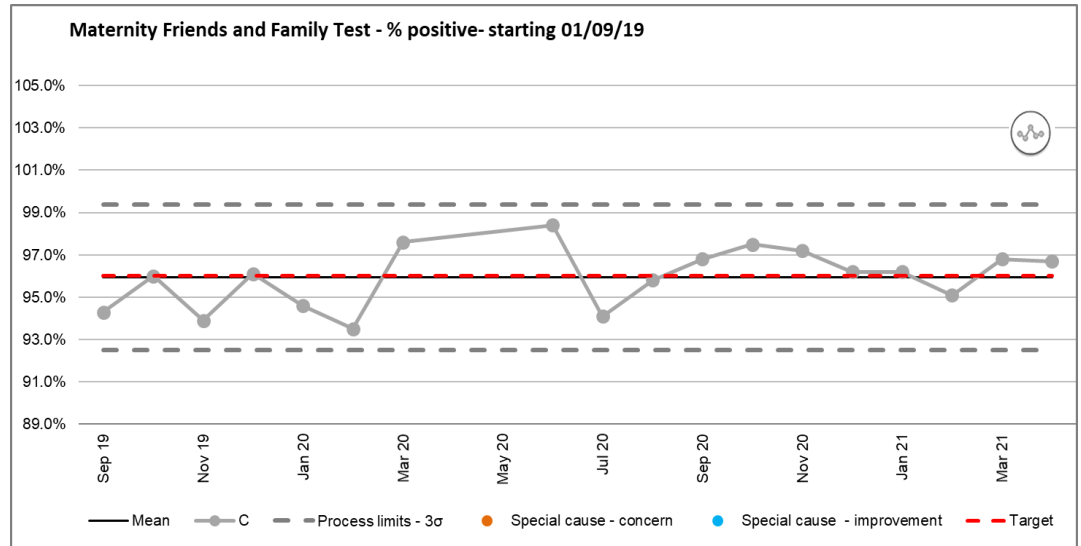
Metric	Apr 21	YTD	Target
Inpatient and Day case F&F Test % Positive	98%	98%	TBC
CMG reporting has resumed.			



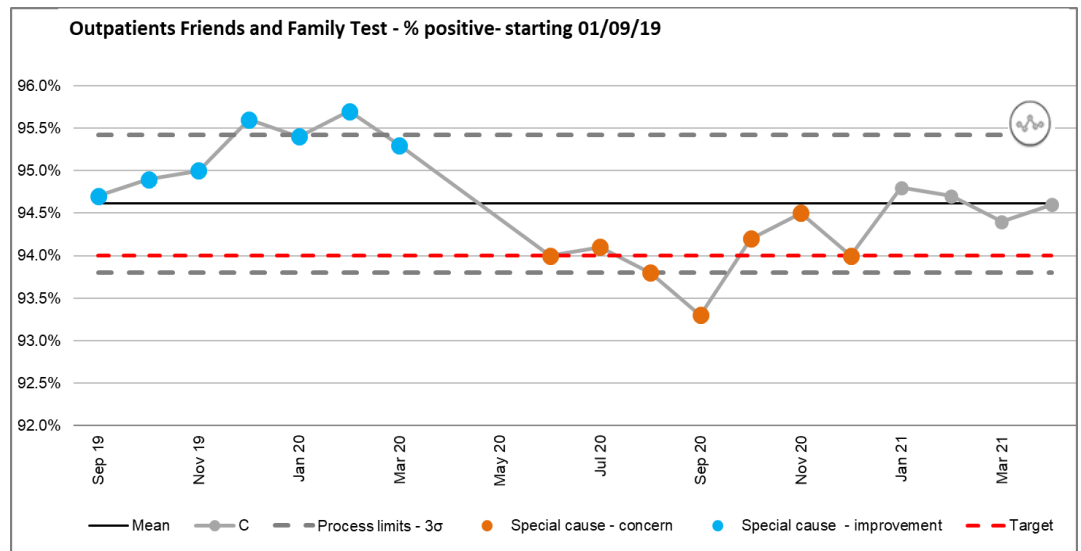
Metric	Apr 21	YTD	Target
A&E F&F Test % Positive	89%	89%	TBC
CMG reporting has resumed.			



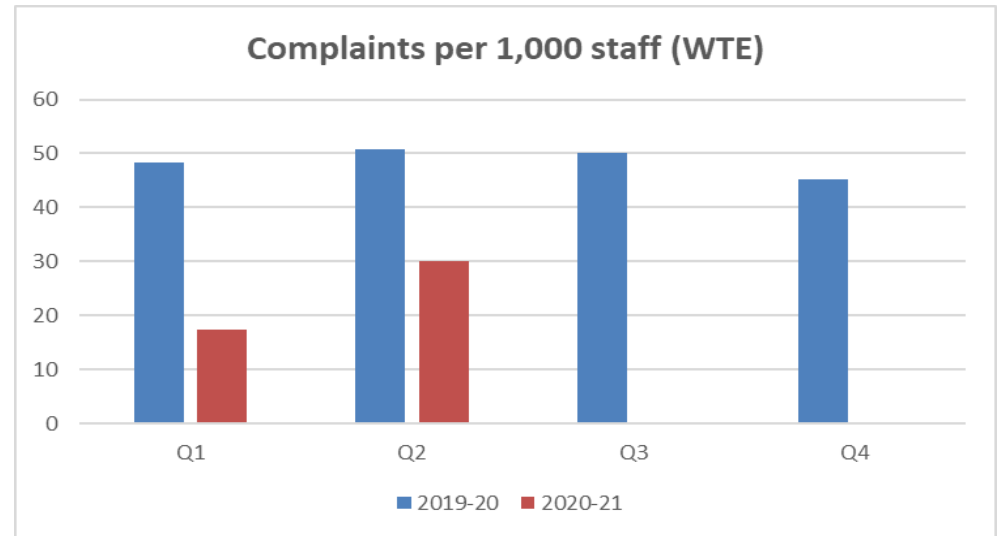
Metric	Apr 21	YTD	Target
Maternity F&F Test % Positive	97%	97%	TBC
CMG reporting has resumed.			



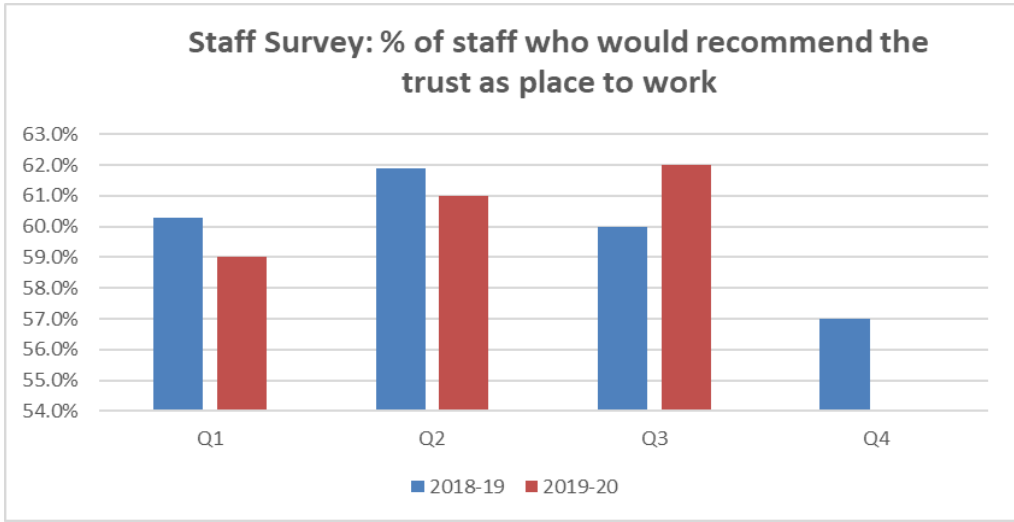
Metric	Apr 21	YTD	Target
Outpatients Friends and Family Test - % positive	95%	95%	TBC
CMG reporting has resumed.			



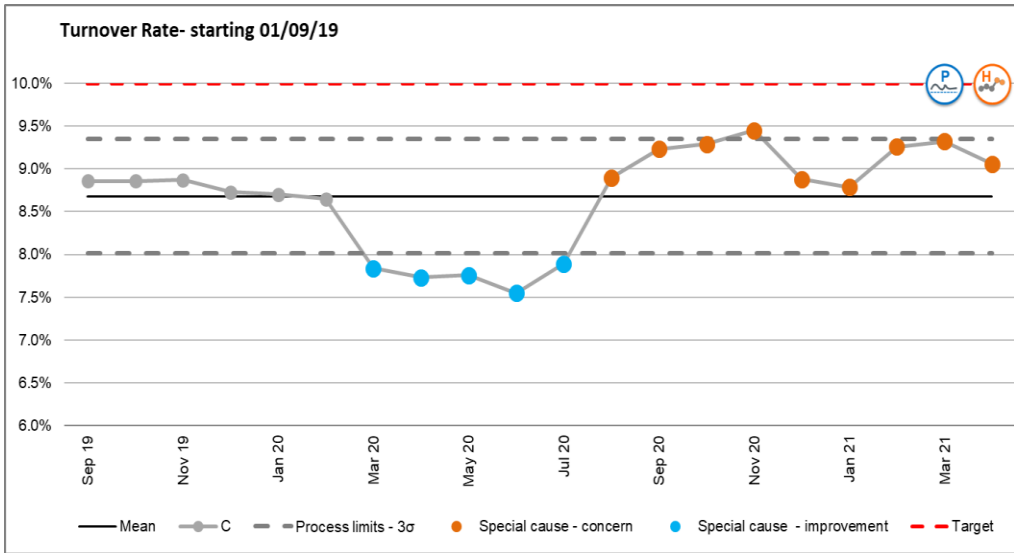
Metric	Q2 20/21	YTD	Target
Complaints per 1,000 staff (WTE)	30.1	23.8	No National Target
Reporting will commence once national reporting resumes. Data not available via NHS Digital.			



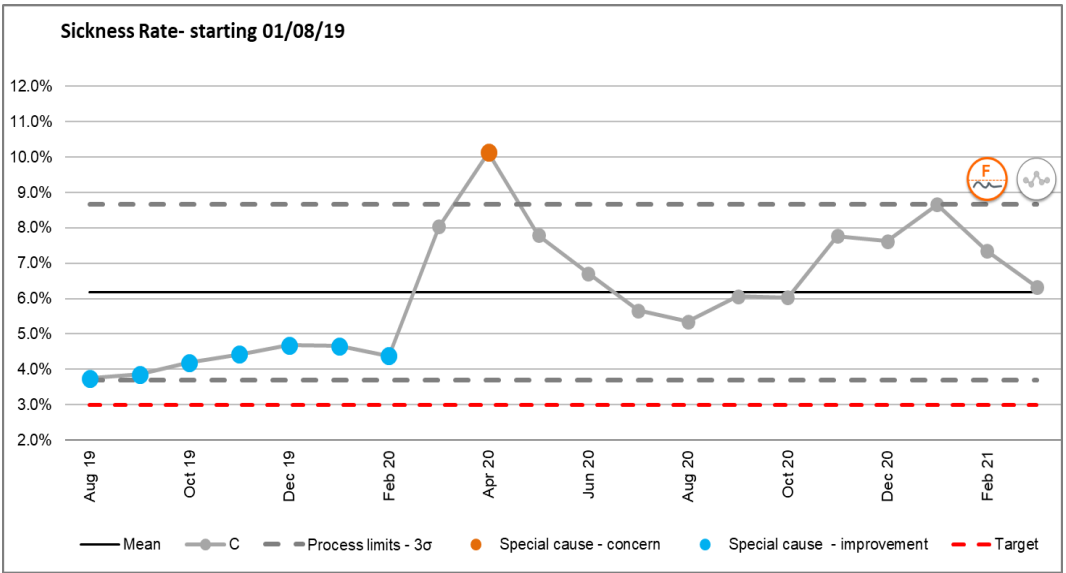
Metric	Q3 19/20	YTD	Target
Staff Survey % Recommend as Place to Work	62%	61%	Not within Lowest Decile
Reporting will commence once national reporting resumes.			



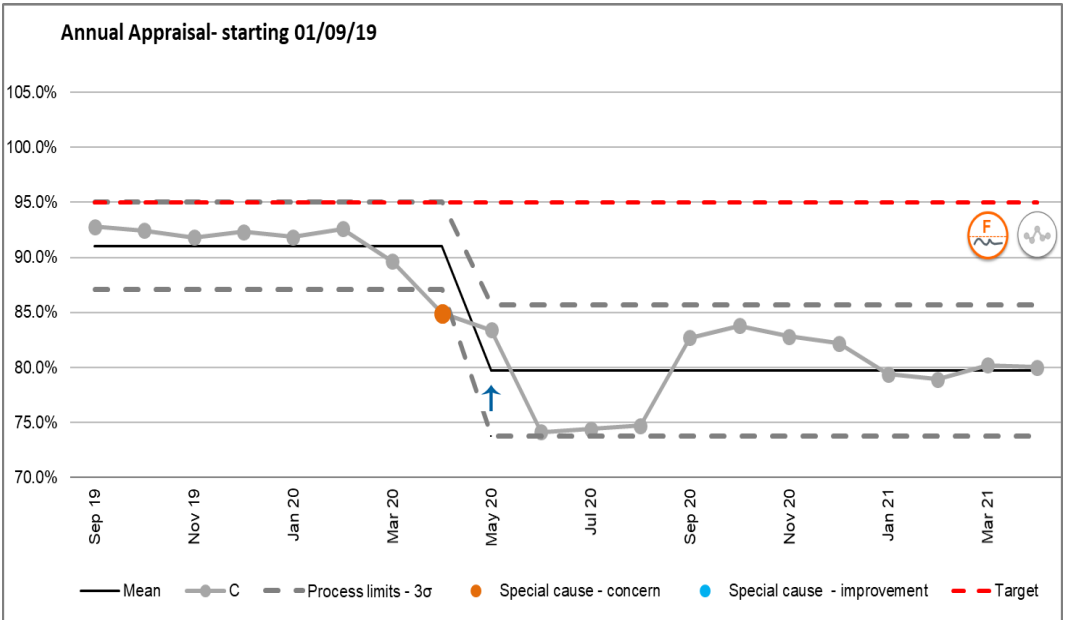
Metric	Apr 21	YTD	Target
Turnover Rate	9.1%	9.1%	10%
Special cause concern due to COVID-19, very likely to achieve target next month.			



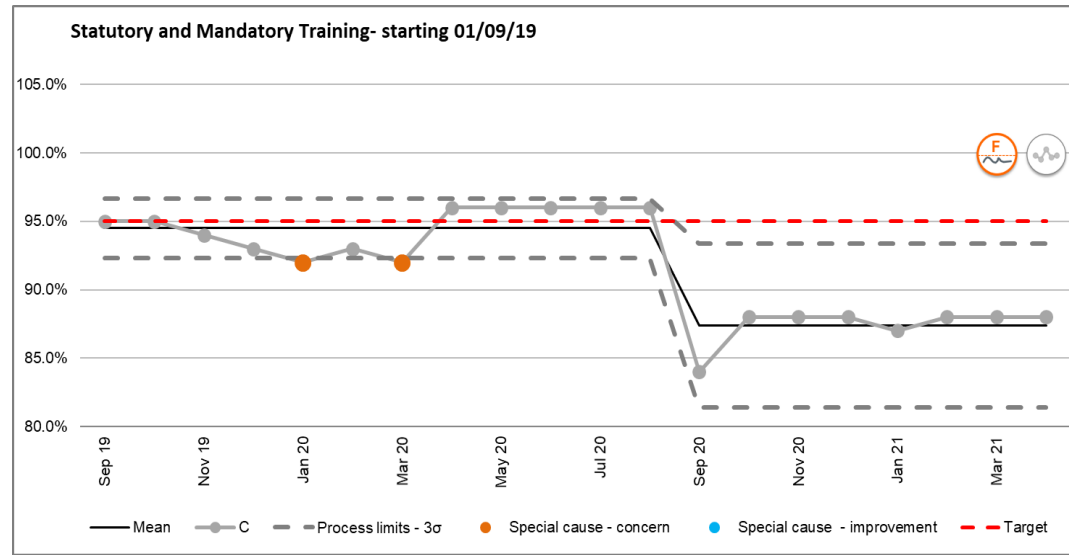
Metric	Mar 21	YTD	Target
Sickness absence (excludes Estates and Facilities)	6.3%	7.1%	3%
Common cause variation. The target will most likely not be achieved next month.			



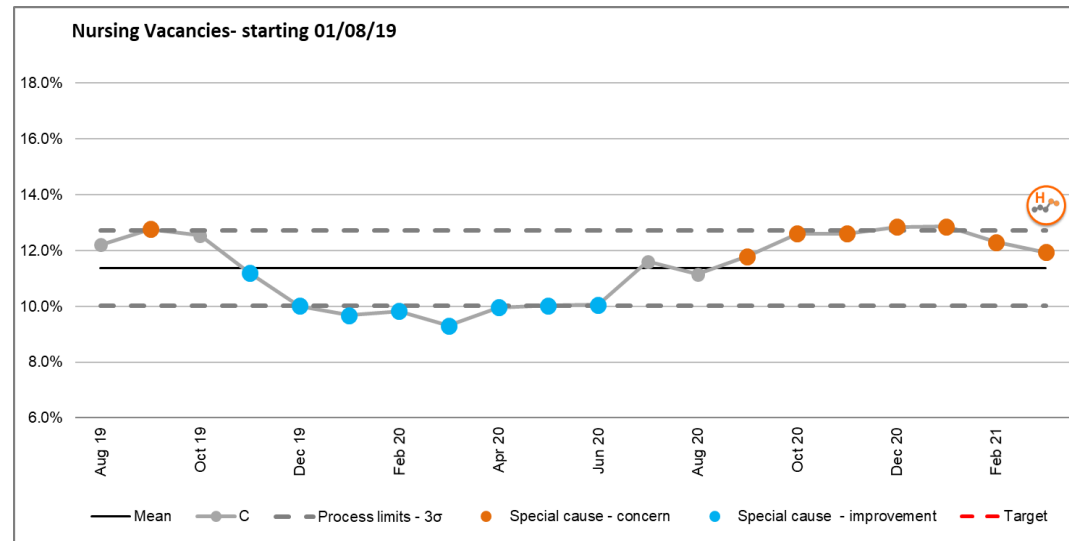
Metric	Apr 21	YTD	Target
% of Staff with Annual Appraisal (excludes Estates and Facilities)	80.0%	80.0%	95%
Common cause variation following a deterioration in performance last year due to COVID-19. Very unlikely to achieve target.			



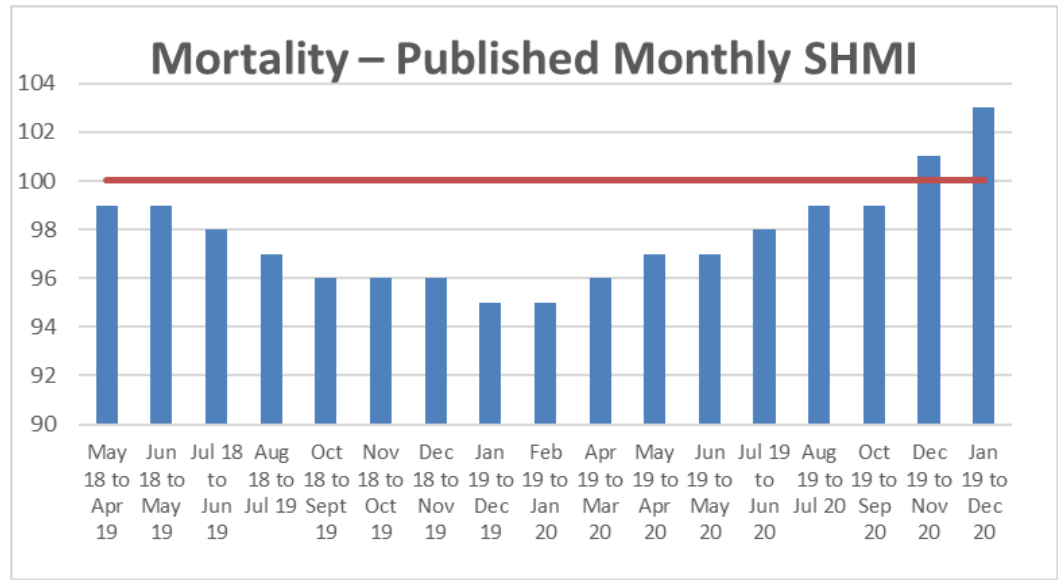
Metric	Apr 21	YTD	Target
Statutory and Mandatory Training	88%	88%	95%
Performance decreased in September due to the removal of the extension to the training refresher periods introduced in March due to COVID-19.			



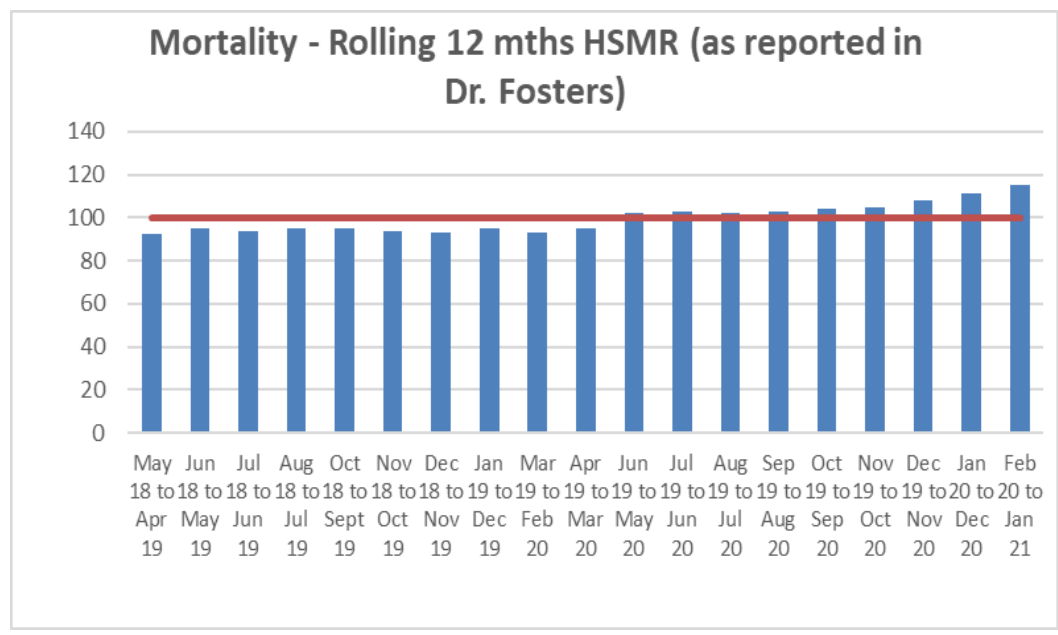
Metric	Apr 21	YTD	Target
Nursing Vacancies	11.4%	11.4%	No National Target
Special cause concern.			



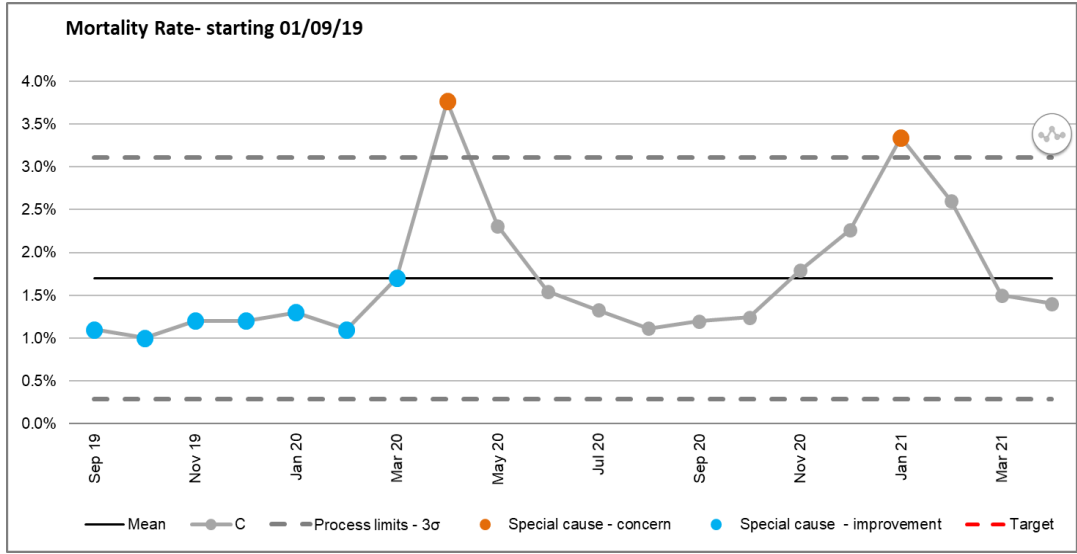
Metric	Jan 20 – Dec 20	Target
Mortality – Published Monthly SHMI	103 (within expected range)	100
<p>UHL’s SHMI has increased above 100 but remains within the expected range.</p>		



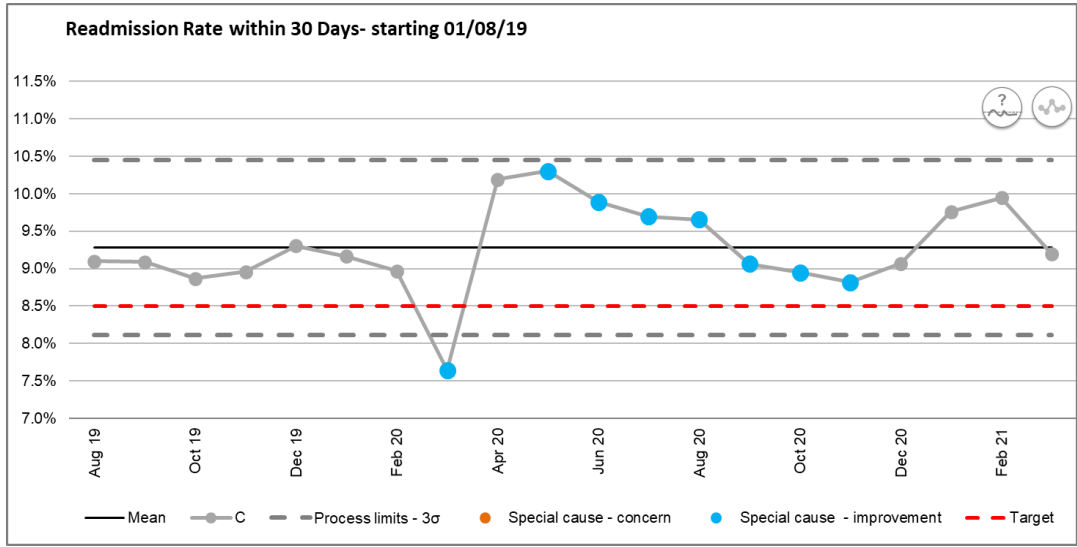
Metric	Feb 20 – Jan 21	Target
Mortality - Rolling 12 mths HSMR as reported in Dr. Foster)	115	100
<p>The increase in UHL’s HSMR appears to be due to a significant fall in activity & change in case-mix from March 20.</p> <p>In addition to the reduced activity and increased number of deaths (both related to the first wave of the COVID pandemic) there also appears to be a correlation with the changes made in Clinical Coding practice.</p>		



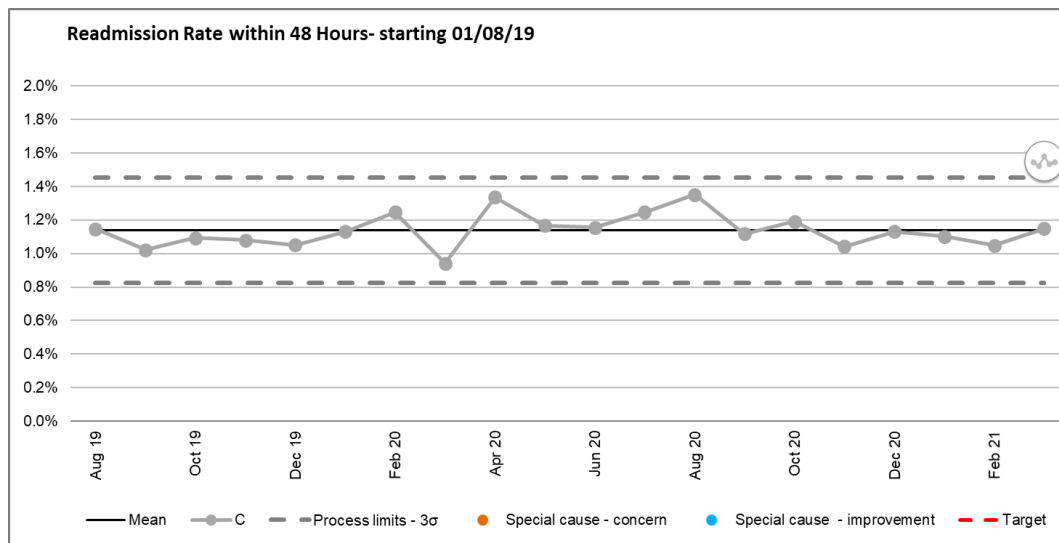
Metric	Apr 21	YTD	Target
Crude Mortality	1.4%	1.4%	No National Target
Statistically significant increase in January due to COVID-19.			



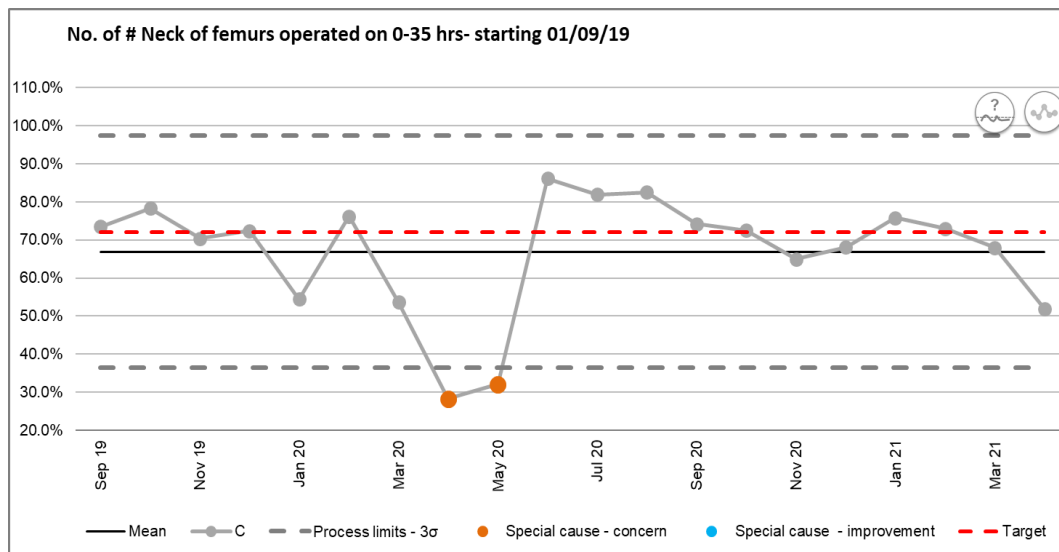
Metric	Mar 21	YTD	Target
Emergency readmissions within 30 days	9.2%	9.5%	8.5%
Normal variation, unlikely to achieve target next month.			



Metric	Mar 21	YTD	Target
Emergency readmissions within 48 hrs	1.1%	1.2%	No National Target
No significant variation.			



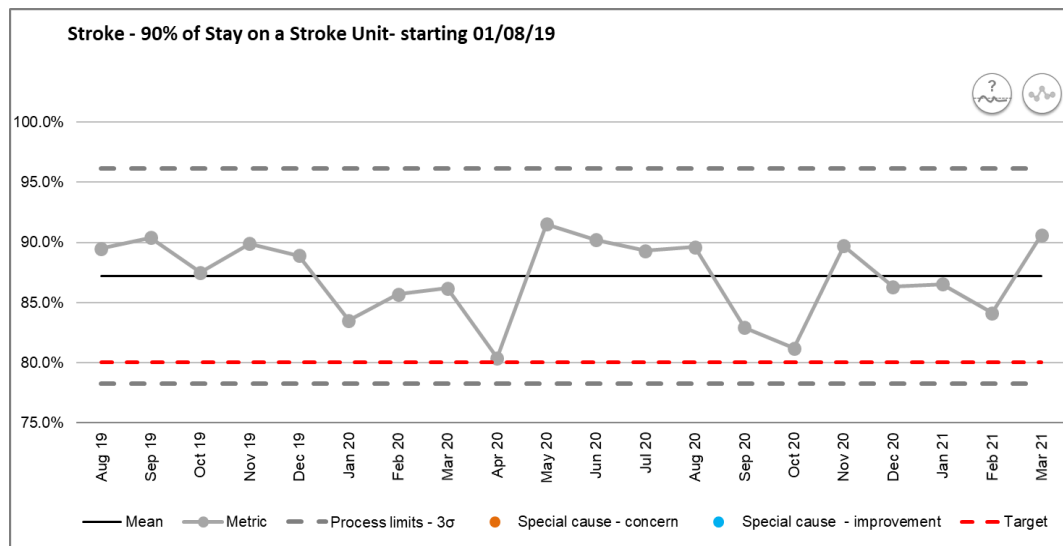
Metric	Apr 21	YTD	Target
% Neck of femurs operated on under 36 hrs Based on Admissions	51.9%	51.9%	72%
Common cause variation. No assurance that target will be delivered next month.			



Metric	Mar 21	YTD	Target
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Stroke - 90% of Stay on a Stroke Unit	90.6%	86.9%	80%
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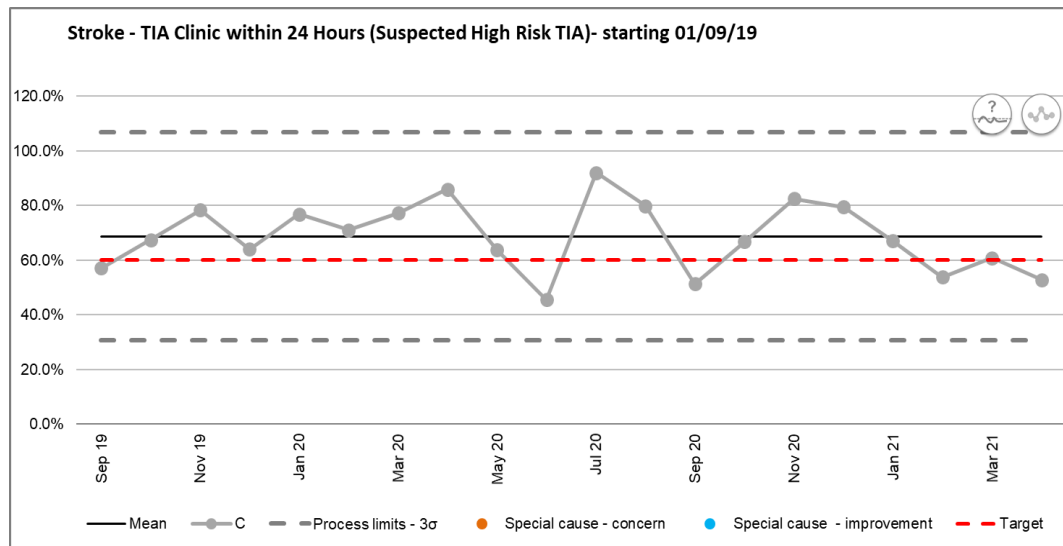
Common cause variation, consistently achieving target.



Metric	Apr 21	YTD	Target
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TIA Clinic within 24 Hours (Suspected High Risk TIA)	52.8%	52.8%	60%
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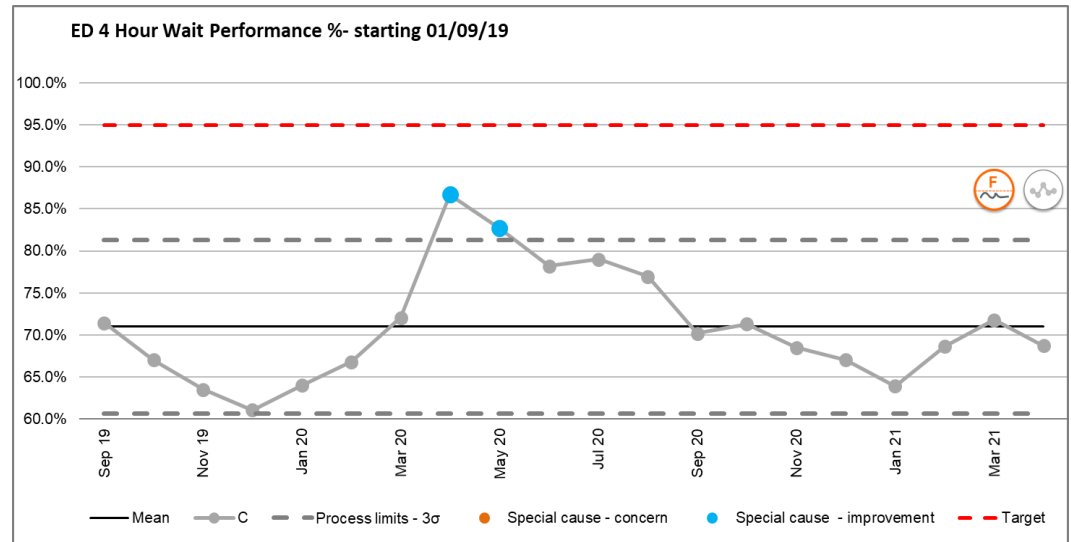
Common cause variation, no assurance target will be delivered next month.



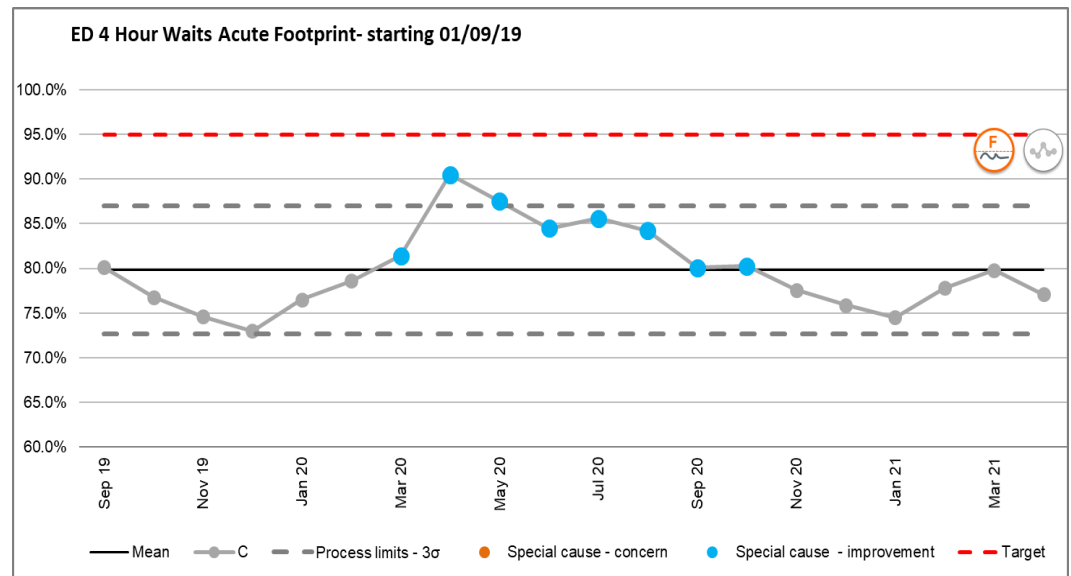
Responsive

For more information please see the Urgent Care Report - PPPC

Metric	Apr 21	YTD	Target
ED 4 Hour Waits UHL	68.7%	68.7%	95%
Continually failing target and will most likely fail to achieve target next month. Last month UHL performance ranked 113 out of 114 trusts nationally.			

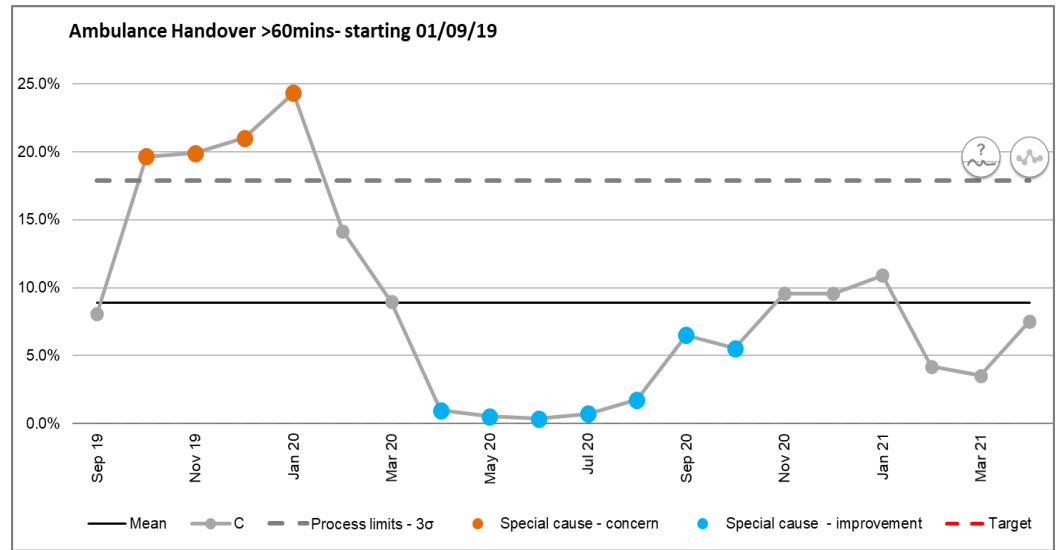


Metric	Apr 21	YTD	Target
ED 4 Hour Waits Acute Footprint	77.1%	77.1%	95%
Continually failing target and will most likely fail to achieve target next month. Last month UHL performance ranked 104 out of 114 trusts nationally after including additional mapped type 3 activity.			

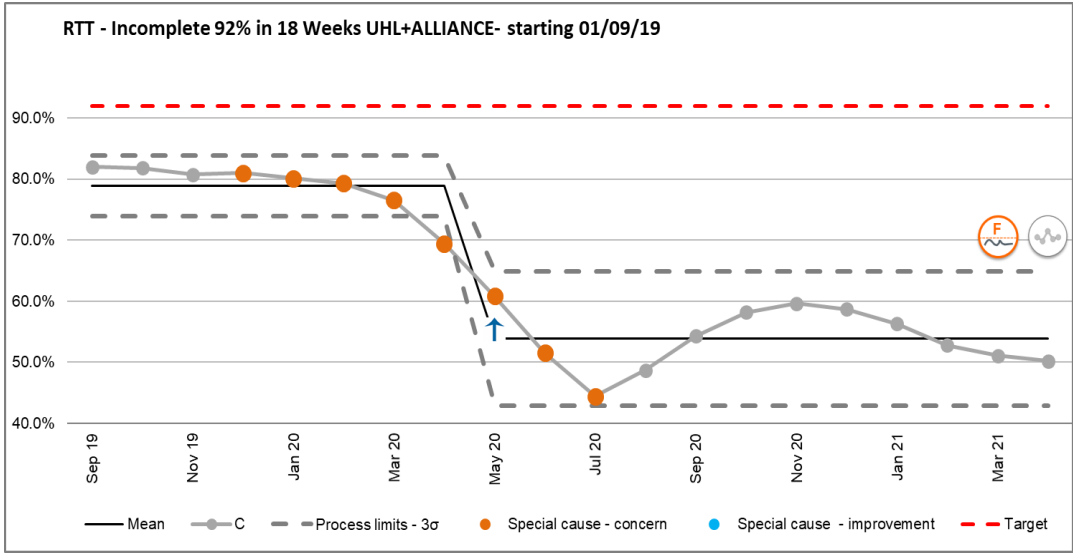


Responsive

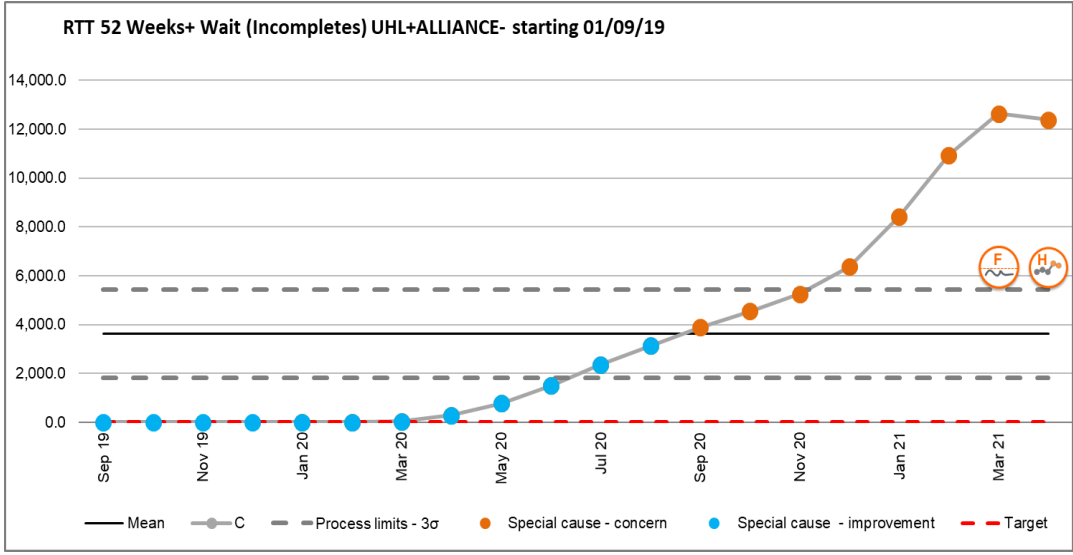
Metric	Apr 21	YTD	Target
Ambulance Handover >60 Mins	7.5%	7.5%	0%
Common cause variation, target will not be achieved this month.			



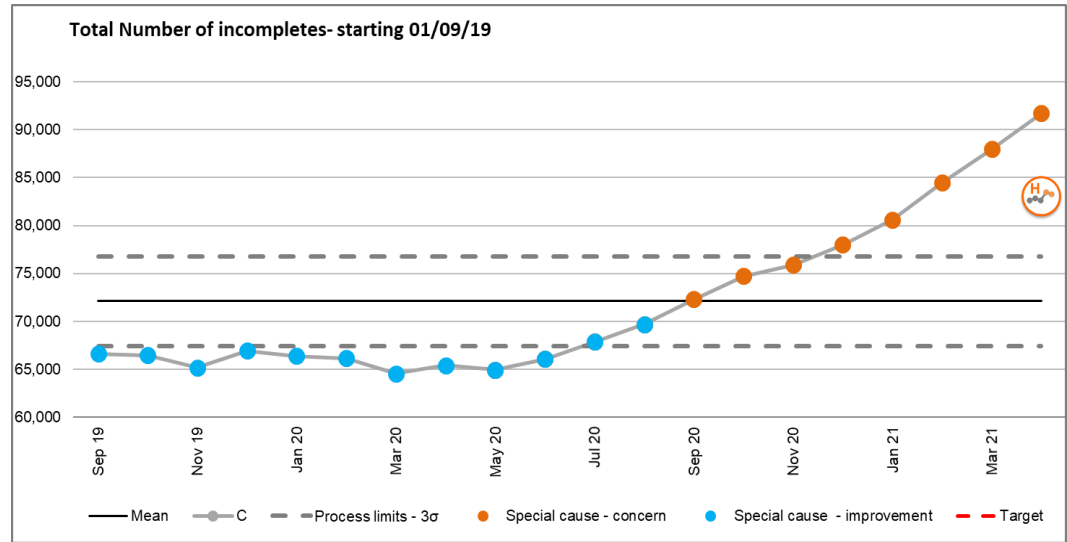
Metric	Apr 21	YTD	Target
RTT Incompletes	50.2%	50.2%	92%
<p>Performance has been deteriorating due to focus numbers on waiting list target and more recently COVID-19.</p>			



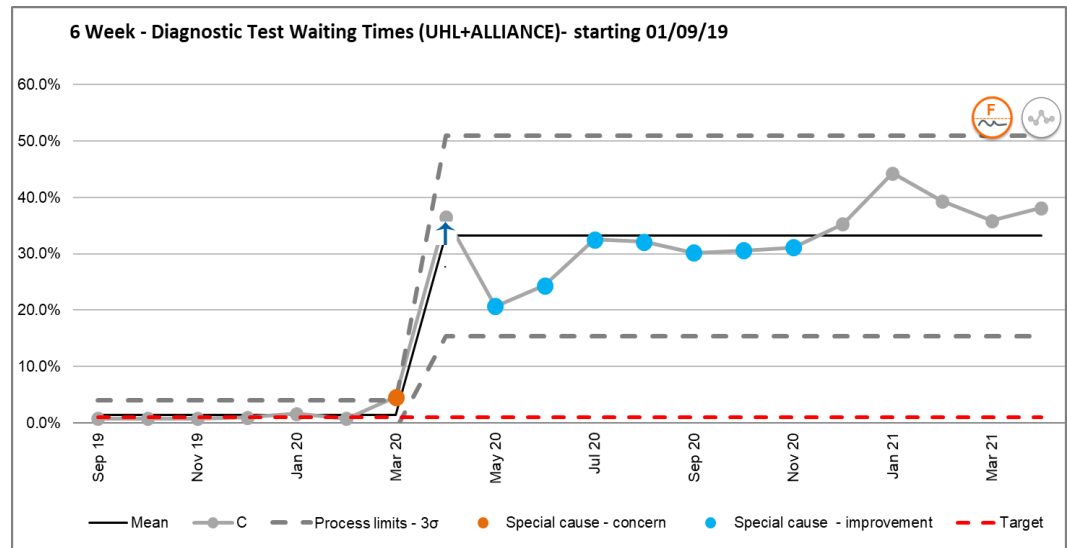
Metric	Apr 21	YTD	Target
RTT 52+ Weeks Wait	12,370	12,370	0
<p>Special cause concern, the number of breaches is expected to increase due to COVID-19.</p>			



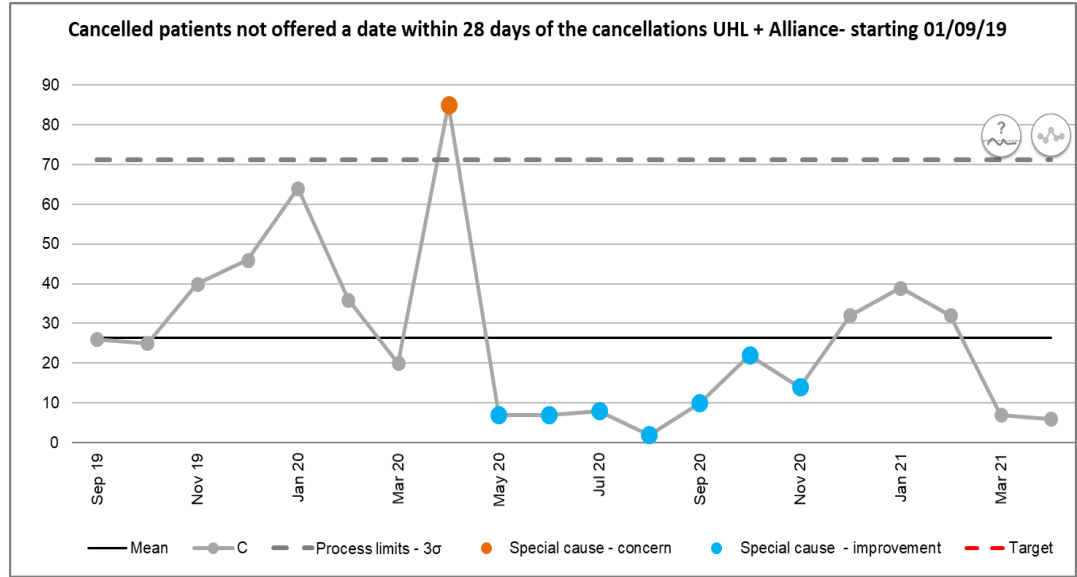
Metric	Apr 21	YTD	Target
Total Number of incompletes	91,700	91,700	TBC
Special cause concern due to COVID-19.			



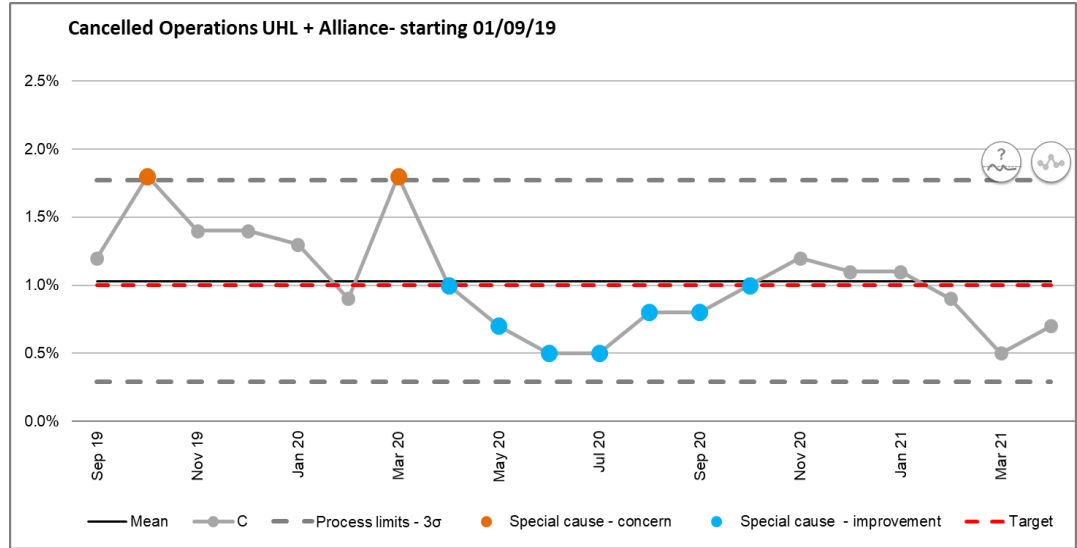
Metric	Apr 21	YTD	Target
6 Week Diagnostic Waits	38.2%	38.2%	1%
Common cause variation, target not achieved since March 2020 due to COVID-19.			



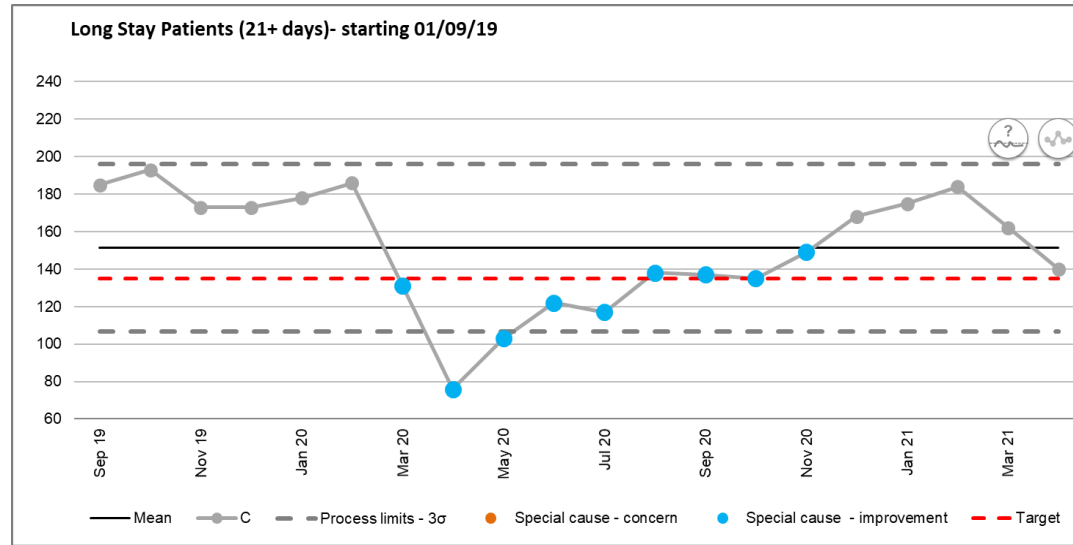
Metric	Apr 21	YTD	Target
Cancelled patients not offered a date within 28 days of the cancellations	6	6	0
Common cause variation – April 2020 was above the upper control limit due to COVID-19. Full Year target already breached.			



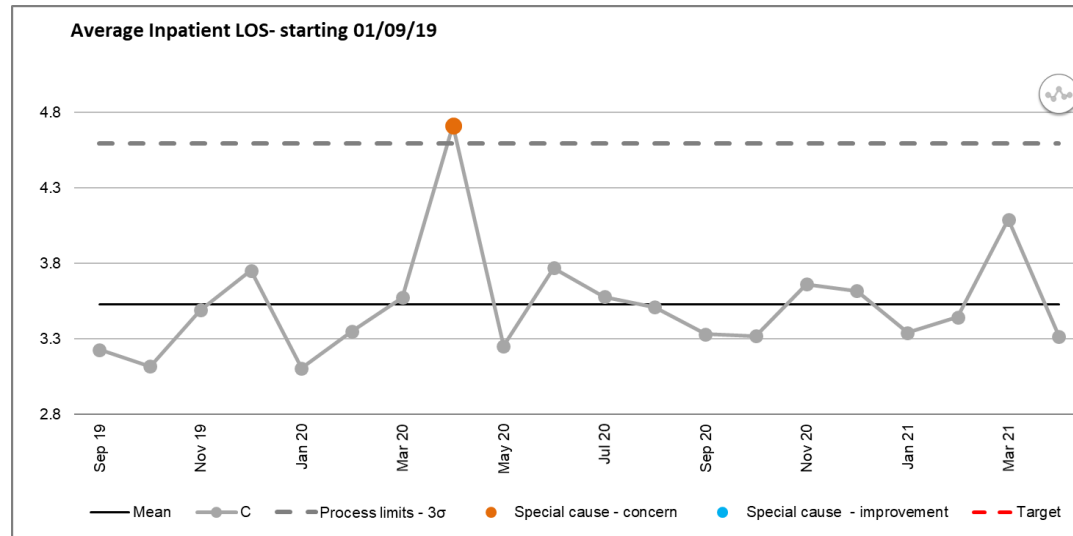
Metric	Apr 21	YTD	Target
% Operations cancelled on the day	0.7%	0.7%	1%
Common cause variation. No assurance that the target will be delivered next month.			



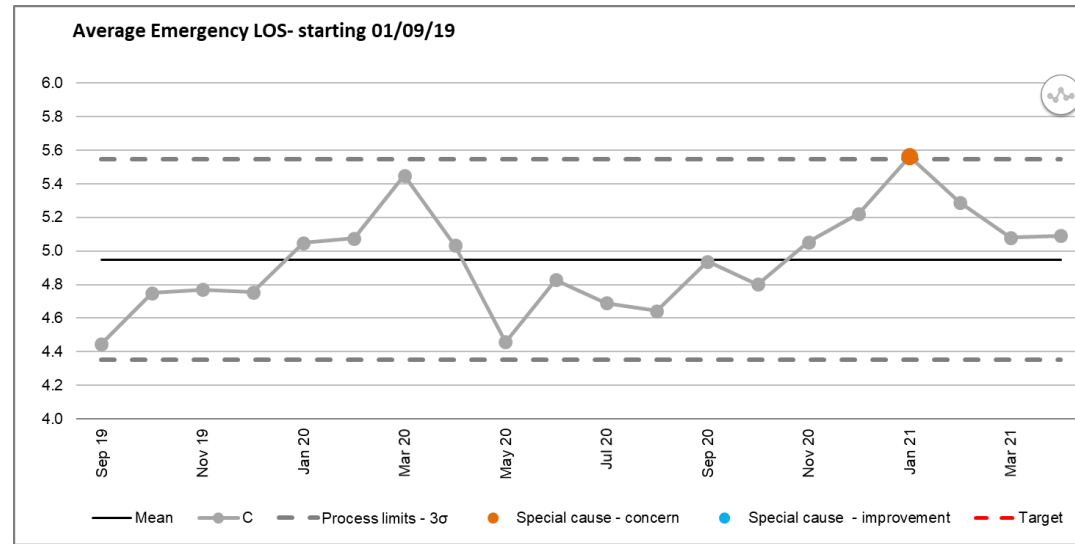
Metric	Apr 21	YTD	Target
Long Stay Patients (21+ days)	140	140	135
Common cause variation. No assurance that the target will be delivered next month.			



Metric	Apr 21	YTD	Target
Average Inpatient LOS	3.3	3.3	No National Target
Normal variation.			



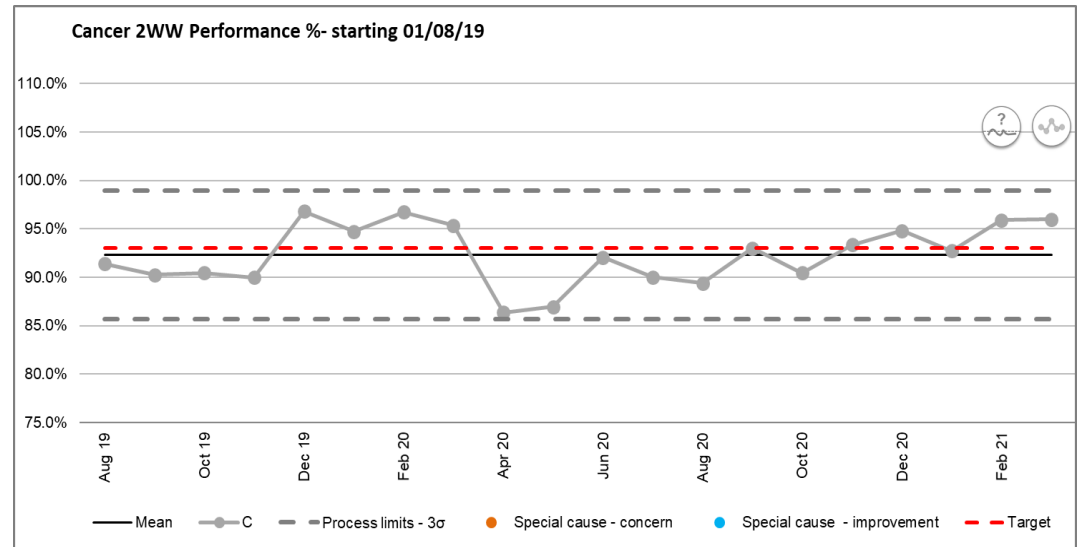
Metric	Apr 21	YTD	Target
Average Emergency LOS	5.1	5.1	No National Target
Normal variation.			



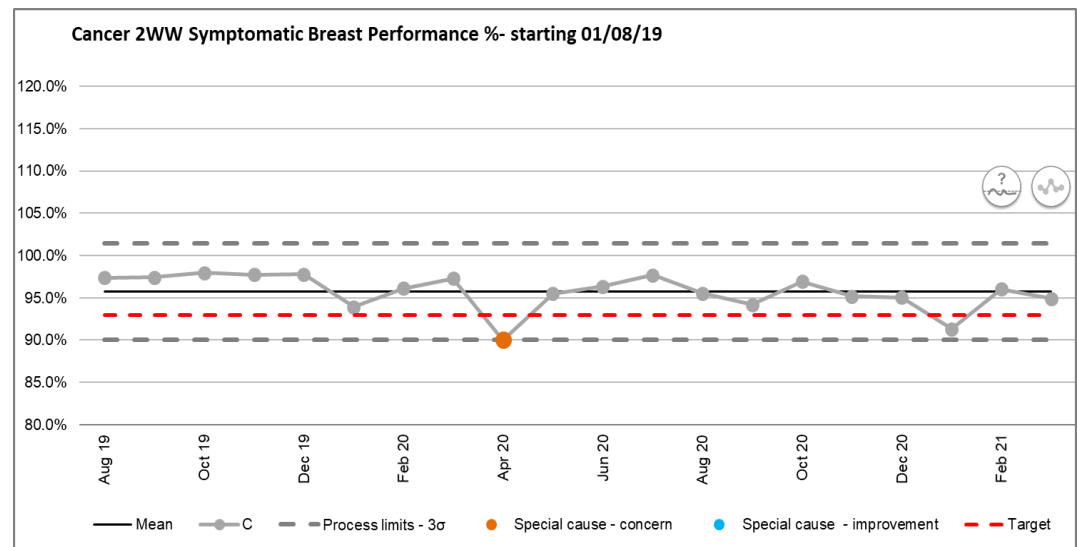
Responsive – Cancer

For more information please see the Cancer Recovery Paper - PPPC

Metric	Mar 21	YTD	Target
Cancer 2WW	96.0%	92.3%	93%
Achieving			

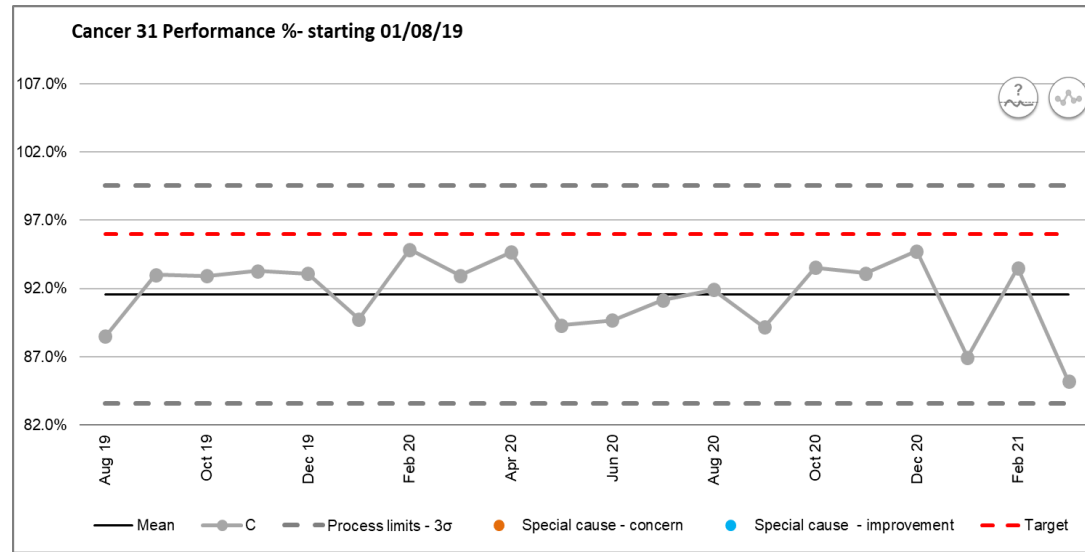


Metric	Mar 21	YTD	Target
Cancer 2WW Breast	94.9%	95.4%	93%
Achieving			

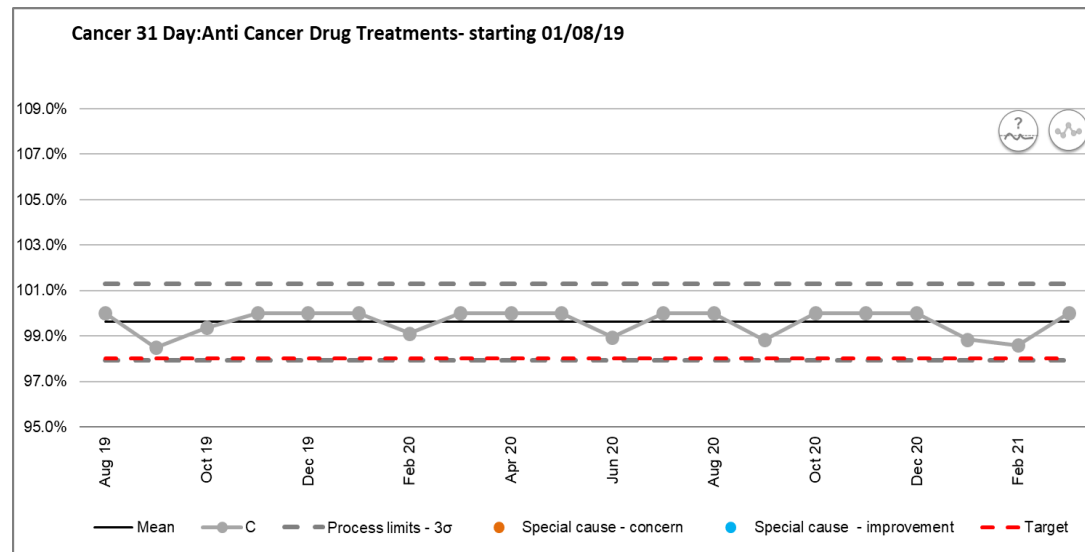


Responsive – Cancer

Metric	Mar 21	YTD	Target
Cancer 31 Day	85.2%	91.1%	96%
<p>Unlikely to achieve target next month due to capacity but expect to see decrease in backlog with increased theatre capacity</p>			

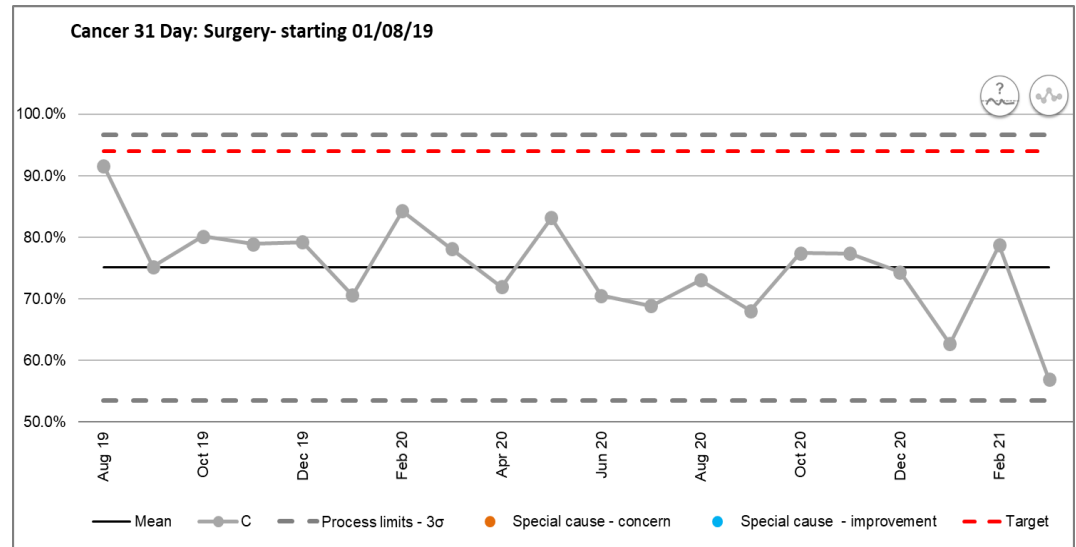


Metric	Mar 21	YTD	Target
Cancer 31 Day Drugs	100%	99.6%	98%
<p>Achieving</p>			

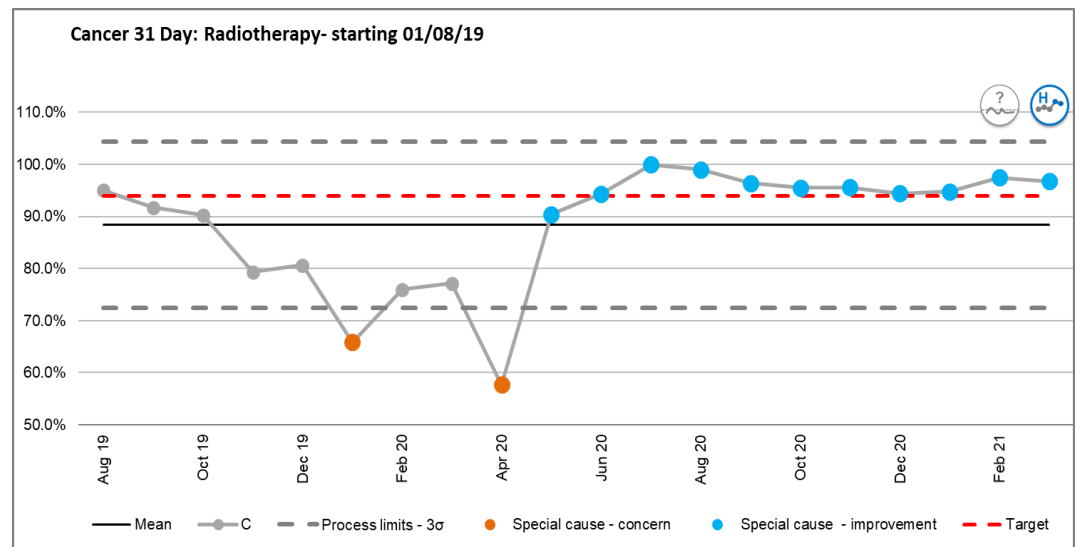


Responsive – Cancer

Metric	Mar 21	YTD	Target
Cancer 31 Surgery	56.9%	71.7%	94%
<p>Unlikely to achieve target next month, performance is underperforming but we expect to see a decrease in backlog with increased theatre capacity</p>			

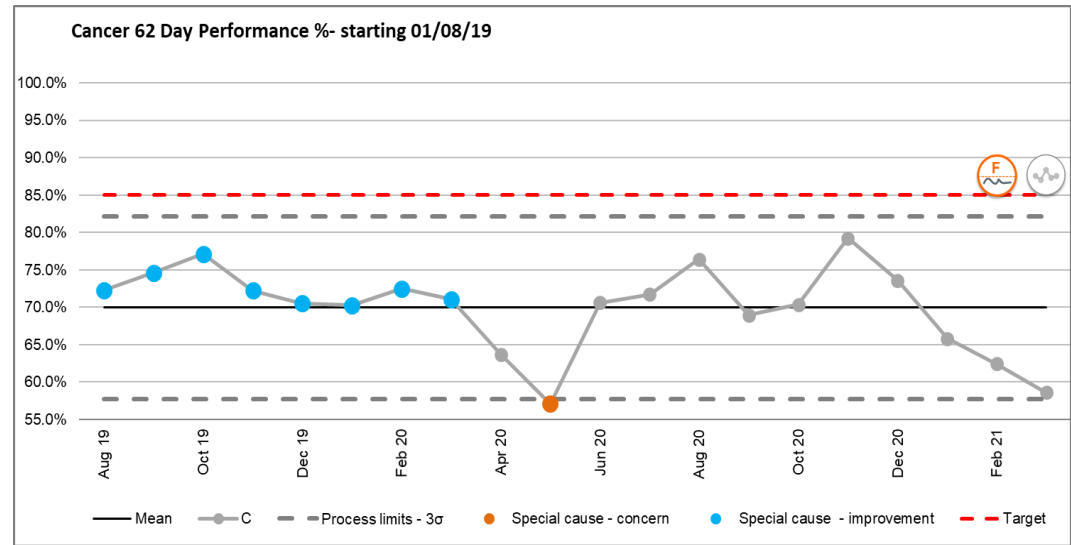


Metric	Mar 21	YTD	Target
Cancer 31 Day Radiotherapy	96.8%	93.4%	94%
<p>Achieving</p>			

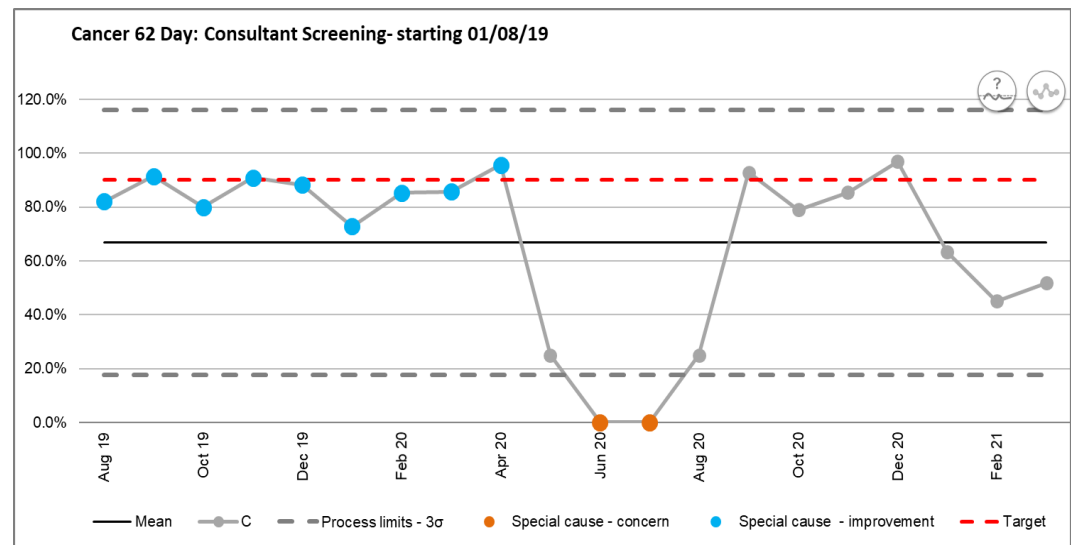


Responsive – Cancer

Metric	Mar 21	YTD	Target
Cancer 62 Day	58.6%	68.5%	85%
Unlikely to achieve target next month, performance is underperforming.			

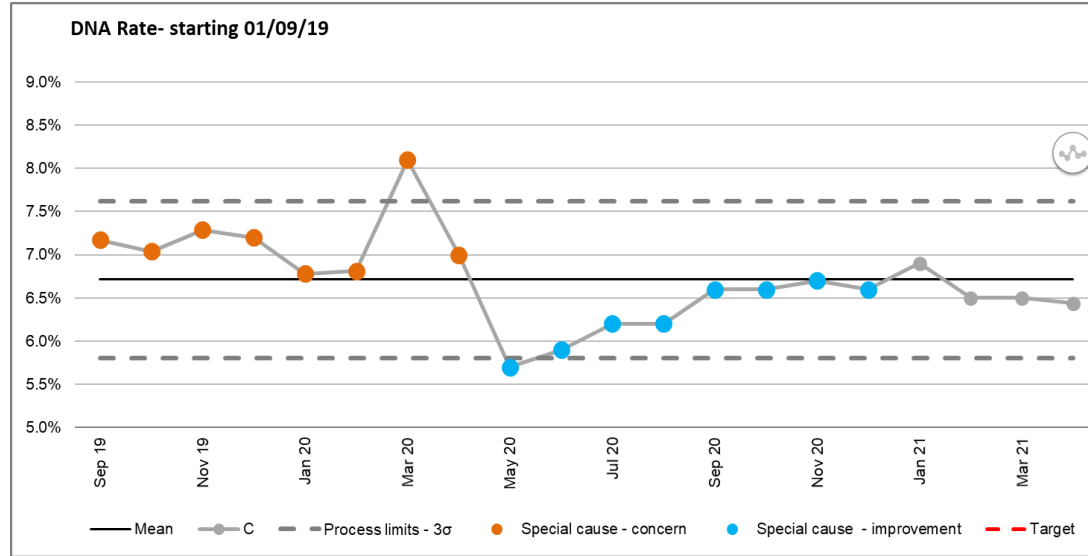


Metric	Mar 21	YTD	Target
Cancer 62 Day Consultant Screening	51.7%	63.9%	90%
Underperforming due to increased demand.			

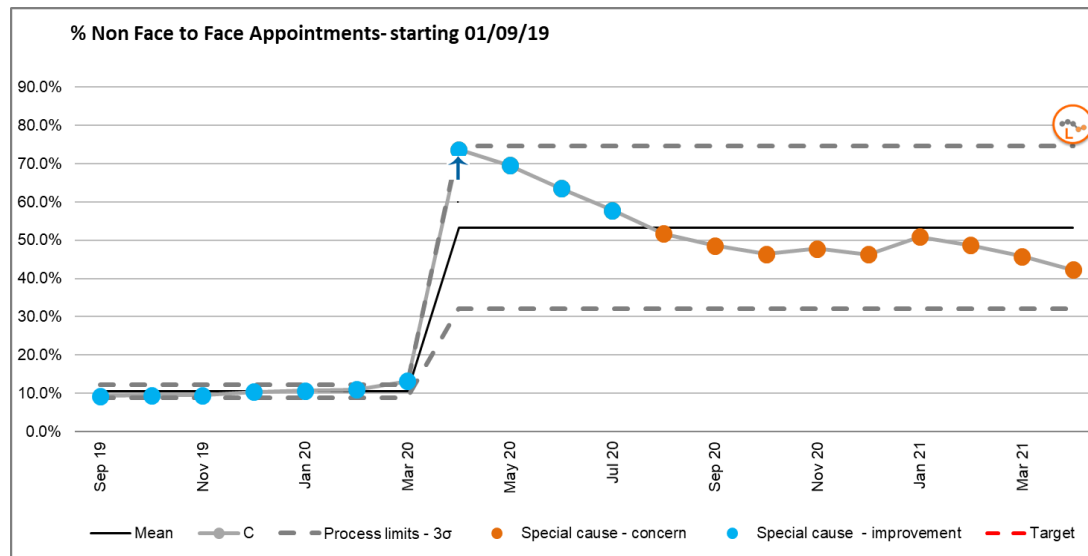


Outpatient Transformation

Metric	Apr 21	YTD	Target
% DNA Rate	6.4%	6.4%	No National Target
<p>Performance has returned to normal levels following a period of improvement which began during the COVID-19 first wave.</p>			

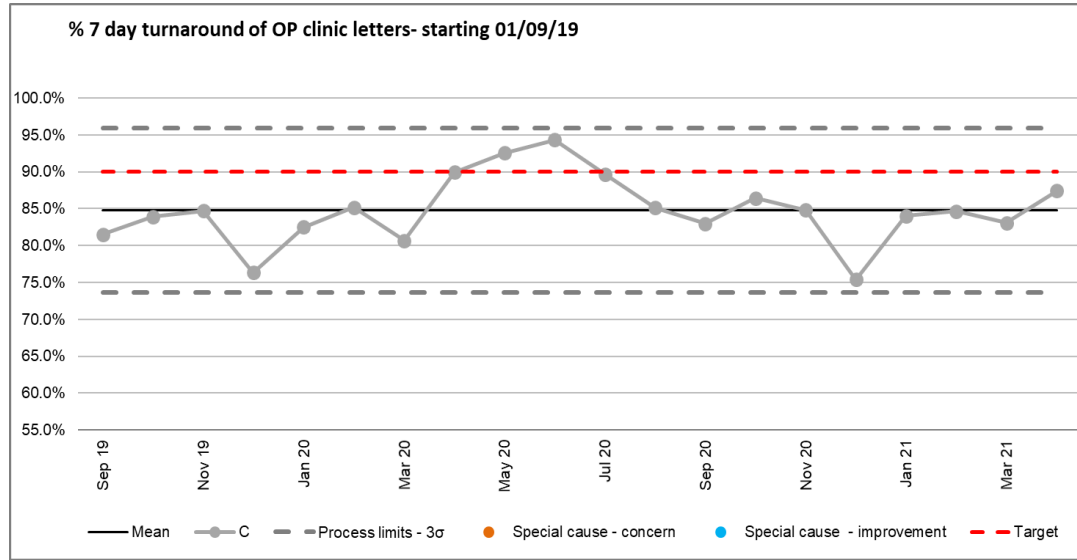


Metric	Apr 21	YTD	Target
% Non Face to Face Appointments	42.3%	42.3%	No National Target
<p>Special cause concern. There was a step change of improvement in April due to COVID-19.</p>			



Outpatient Transformation

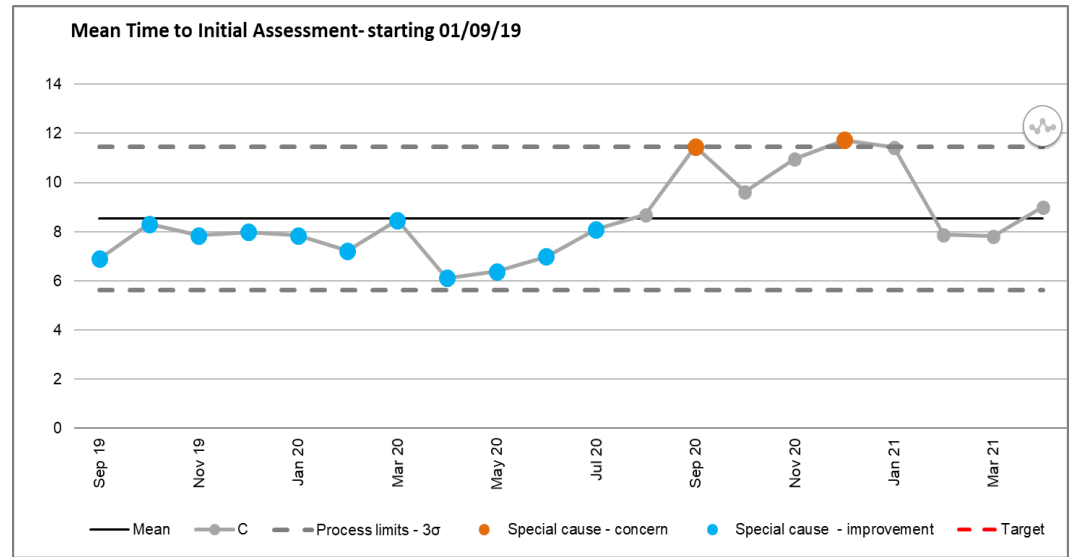
Metric	Apr 21	YTD	Target
% 7 day turnaround of OP clinic letters	87.4%	87.4%	90%
Common cause variation, no assurance that the target will be delivered next month.			



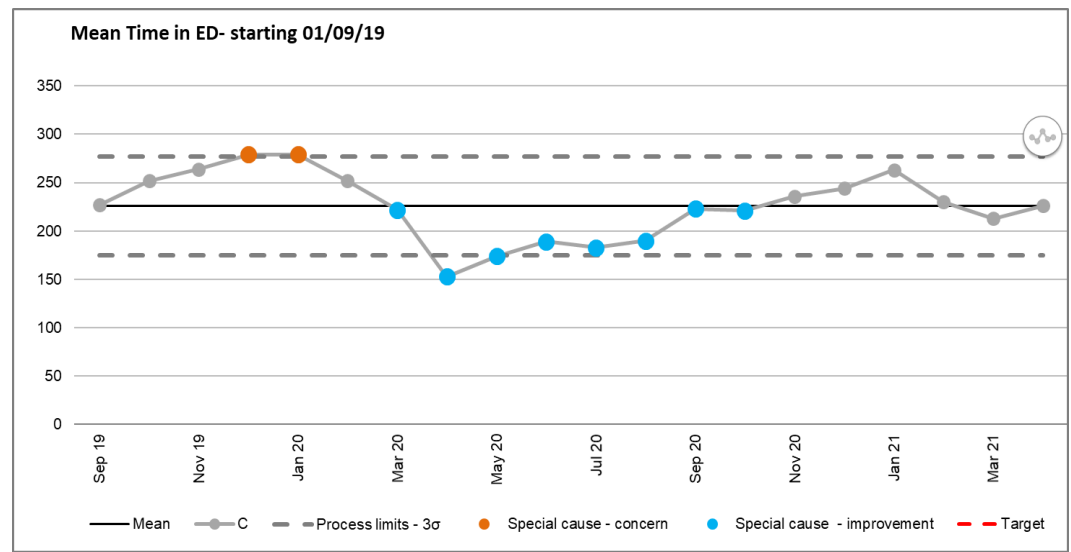
Draft Urgent Care Standards

KPI definitions still to be confirmed

Metric	Apr 21	YTD	Target
Mean Time to Initial Assessment (Minutes)	9.0	9.0	TBC
Common Cause Variation.			



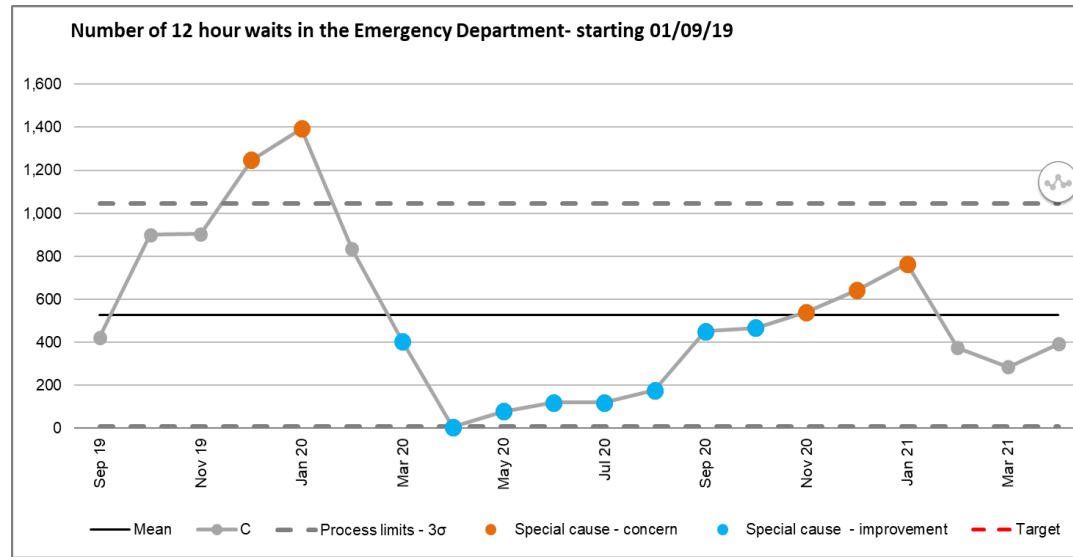
Metric	Apr 21	YTD	Target
Mean Time in ED (Minutes)	226	226	TBC
Common Cause Variation.			



Draft Urgent Care Standards

KPI definitions still to be confirmed

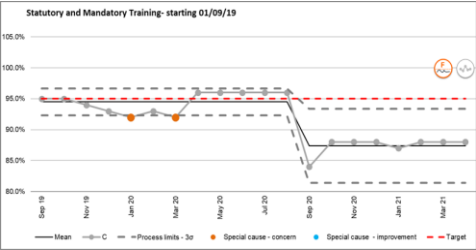
Metric	Apr 21	YTD	Target
Number of 12 hour waits in the Emergency Department	392	392	TBC
Common Cause Variation.			



Description	Current Performance	Trend / Benchmark	Key Messages	Key Actions
<p>Never Events</p>	<p>21/22 Target – 0</p>		<p>Wrong site surgery (wrong patient surgery)</p> <p>Nerve block procedure performed on the incorrect patient in Sports Medicine Clinic.</p>	<p>The clinical team present at the time of the incident reflected on the events that occurred together.</p> <p>An apology was offered by the consultant to the patient as soon as the error was identified on the day of the procedure.</p>
<p>are a measure of the number of UHL never events at month end.</p>	<p>1 Never Event reported in April 2021.</p>			

Description	Current Performance	Trend / Benchmark	Key Messages	Key Actions																																	
<p>Sickness absence</p>	<p>20/21 Target – 3% or below</p>	<p>Sickness Rate: starting 01/08/19</p> <table border="1"> <caption>Sickness Rate Data (Estimated)</caption> <thead> <tr> <th>Month</th> <th>Sickness Rate (%)</th> <th>Notes</th> </tr> </thead> <tbody> <tr><td>Aug 19</td><td>3.8</td><td></td></tr> <tr><td>Oct 19</td><td>4.2</td><td></td></tr> <tr><td>Dec 19</td><td>4.5</td><td></td></tr> <tr><td>Feb 20</td><td>4.5</td><td></td></tr> <tr><td>Apr 20</td><td>10.5</td><td>Special cause - concern</td></tr> <tr><td>Jun 20</td><td>6.5</td><td></td></tr> <tr><td>Aug 20</td><td>5.5</td><td></td></tr> <tr><td>Oct 20</td><td>5.8</td><td></td></tr> <tr><td>Dec 20</td><td>7.8</td><td></td></tr> <tr><td>Feb 21</td><td>7.3</td><td>Special cause - improvement</td></tr> </tbody> </table>	Month	Sickness Rate (%)	Notes	Aug 19	3.8		Oct 19	4.2		Dec 19	4.5		Feb 20	4.5		Apr 20	10.5	Special cause - concern	Jun 20	6.5		Aug 20	5.5		Oct 20	5.8		Dec 20	7.8		Feb 21	7.3	Special cause - improvement	<p>Sickness absence has decreased since February when it was 7.3%.</p>	<p>Sickness Training for Managers will begin again from June, and will be held virtually.</p> <p>Long-term sickness meetings and sickness hearings continue to go ahead, virtually wherever possible.</p> <p>We are seeking regional and national guidance on the appropriate management and recording of Long COVID.</p>
Month	Sickness Rate (%)	Notes																																			
Aug 19	3.8																																				
Oct 19	4.2																																				
Dec 19	4.5																																				
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Oct 20	5.8																																				
Dec 20	7.8																																				
Feb 21	7.3	Special cause - improvement																																			
<p>UHL has a locally agreed sickness absence target of 3%.</p>	<p>Performance in March was 7.1% excluding E&F</p>																																				

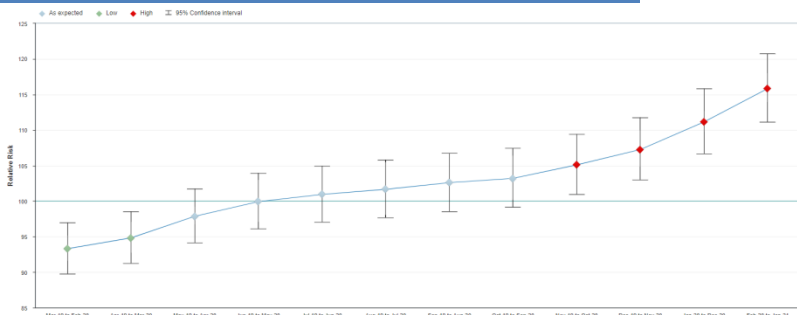
Description	Current Performance	Trend / Benchmark	Key Messages	Key Actions
<p>% of Staff with Annual Appraisal (excluding facilities Services)</p>	<p>21/22 Target – greater than 95%</p>		<p>This data is captured within the Monthly Workforce Dataset Report presented to Trust Board Subcommittee (People Performance and Process Committee), Corporate and CMG Boards.</p> <p>It is recognised that performance has been impacted on by COVID-19 and the need for prioritisation in response.</p>	<p>The Trust Tactical and Strategic Group have agreed on an alternative approach in response to COVID-19 for pressurized areas.</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>
<p>Is the percentage of staff who have had their Annual Appraisal(excluding facilities Services)</p>	<p>Performance for April was 80.0%.</p>			

Description	Current Performance	Trend / Benchmark	Key Messages	Key Actions																																				
<p>Statutory and Mandatory Training</p> <p>Is the percentage of staff that are up to date on their Statutory and Mandatory Training.</p>	<p>21/22 Target – 95%</p> <p>Performance for April was 88%</p>	 <p>Statutory and Mandatory Training- starting 01/09/19</p> <table border="1"> <caption>Statutory and Mandatory Training - Compliance Data</caption> <thead> <tr> <th>Month</th> <th>Compliance (%)</th> <th>Notes</th> </tr> </thead> <tbody> <tr><td>Sep 19</td><td>95.0</td><td></td></tr> <tr><td>Nov 19</td><td>94.0</td><td></td></tr> <tr><td>Jan 20</td><td>92.0</td><td>Special cause - concern</td></tr> <tr><td>Mar 20</td><td>93.0</td><td></td></tr> <tr><td>May 20</td><td>95.0</td><td></td></tr> <tr><td>Jul 20</td><td>95.0</td><td></td></tr> <tr><td>Sep 20</td><td>88.0</td><td>Special cause - improvement</td></tr> <tr><td>Nov 20</td><td>88.0</td><td></td></tr> <tr><td>Jan 21</td><td>88.0</td><td></td></tr> <tr><td>Mar 21</td><td>88.0</td><td></td></tr> <tr><td>May 21</td><td>88.0</td><td></td></tr> </tbody> </table>	Month	Compliance (%)	Notes	Sep 19	95.0		Nov 19	94.0		Jan 20	92.0	Special cause - concern	Mar 20	93.0		May 20	95.0		Jul 20	95.0		Sep 20	88.0	Special cause - improvement	Nov 20	88.0		Jan 21	88.0		Mar 21	88.0		May 21	88.0		<p>The easing of seasonally related service pressures and pandemic related pressures can be seen in the increase in compliance. However, the addition of Safeguarding Children level 2 has meant that the overall figure has stayed at 88%.</p> <p>This is a positive sign as levels of compliance are not dropping despite pressures upon the Trust.</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 the easing of COVID-19 related service pressures, the manually generated emailing to staff whose training has expired has started again.</p>
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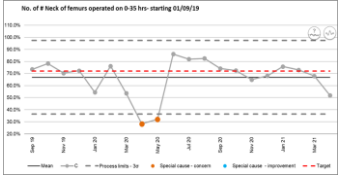
Exception Reports

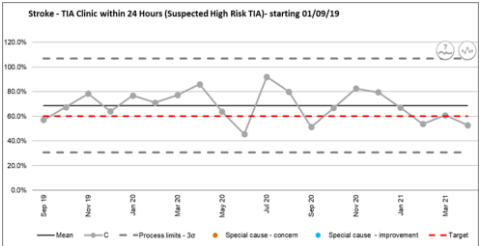
Description	Performance and Trend	Key Messages	Key Actions
<p>Mortality - Rolling 12 mths HSMR as reported in Dr. Foster Intelligence)</p> <p>HSMR is risk adjusted mortality where patients die in hospital (either in UHL or if transferred directly to another NHS hospital trust) over a 12 month period within 56 diagnostic groups* (which contribute to 80% of in-hospital deaths).</p>	<p>Target – 100 or less</p> <p>There has been a monthly increase in our HSMR since May 19-Apr 20</p> <p>Performance for Feb 20 to Jan 21 has increased further and is now 115 and remains higher than expected</p>	<p>The increase in UHL’s HSMR appears to be due to a significant fall in activity & change in case-mix from March 20.</p> <p>In addition to the reduced activity and increased number of deaths (both related to the first wave of the COVID-19 pandemic) there also appears to be a correlation with the changes made in Clinical Coding practice which was undertaken remotely from April 20 using electronic clinical information systems and without the patients paper case notes.</p>	<p>Detailed clinical review undertaken by relevant Specialties of 3 diagnosis groups thought to be most contributing to our increased HSMR:</p> <ul style="list-style-type: none"> • Septicaemia • Acute Bronchitis • Senility <p>No clinical concerns about the pathways for any of the diagnosis groups were identified but ‘coding without the clinical notes’ appears to have impacted on all 3.</p> <p>A contributing factor to the Sepsis diagnosis group is the increased delivery of the Sepsis Care Bundle in ED which is not then captured as part of inpatient coding.</p> <p>Actions agreed at MRC were:</p> <p>Agree process for confirming presence of Sepsis on admission to support Coding</p> <p>Agree process for validation of cases if ‘signs and symptoms’ primary diagnosis code</p> <p>Improve documentation of underlying cause of delirium</p> <p>Reviews of 3 other diagnosis groups are due for reporting to the June/July MRC</p> <ul style="list-style-type: none"> • Acute Renal Failure • Urinary Tract Infection • Fractured Neck of Femur

UHL’S HSMR Rolling 12 Month HSMR
Mar 19-Feb 21 to Feb 20-Jan 21



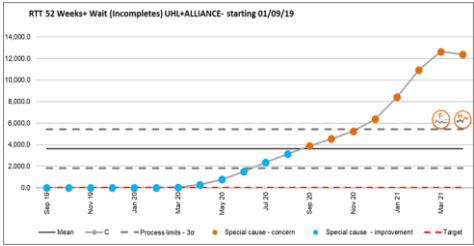
Reduced data capture of Palliative care involvement at the beginning of 20/21 had a trustwide impact.

Description	Current Performance	Trend / Benchmark	Key Messages	Key Actions
<p>No. of # Neck of femurs operated on 0-35 hrs - Based on Admissions</p>	<p>21/22 Target – 72%</p>	 <p>No. of # Neck of femurs operated on 0-35 hrs - starting 01/04/21</p>	<p>79 NOF's of which 38 exceeded the 36hr time to theatre target. Overall performance against target 51.90%.</p> <p>Those which were >36hrs were for the following reasons:-</p> <ul style="list-style-type: none"> 7 patients - clinical reasons/unfit 29 patients- trauma priority patients/ lack of theatre capacity 1 patients – change in theatre list order 1 patient- RIP 	<p>Continue to liaise with the REDs team to ensure turnaround of theatre equipment in a timely manner.</p> <p>Additional sessions sourced when able.</p> <p>Continued changes in the theatre / ward capacity available for Trauma. The LGH was no longer able to support Trauma which resulted in a reduction of available beds and theatre capacity for ambulatory Trauma. The result being all Trauma activity came through the LRI sessions.</p>
<p>Is the percentage of Neck of femurs patients operated on within 0-35 hours of admission.</p>	<p>Performance in April 2021 was 51.90%.</p>		<p>This means that of the 38 patients who exceeded the threshold – 30 patients were within our control and 8 were outside of our control.</p> <p>ED wait times</p> <ul style="list-style-type: none"> 0-4 hours = 8 patients 4-8 hours = 50 patients 8-12 hours = 8 patients Over 12 hours = 1 patient Ward referrals = 12 patients <p>Factors which influenced the performance this month were:</p> <ul style="list-style-type: none"> •Lack of theatre capacity unable to flex up capacity in theatres when an inflow of NOF patients present. In month this was the main cause of failure to attain the target time. •Complex cases over running meaning case were cancelled due to lack of time. •Priority emergency cases requiring surgery which had to be absorbed into existing theatre capacity. •List changes subsequently equipment not available which contributed to failure of target time. 	<p>Extension of the hip list at the weekends continues to help with the pressure of capacity and flow</p> <p>Theatre scheduling meetings weekly to work through the challenges for imaging support for NOFs and other specialities</p> <p>Operational meetings continue.</p>

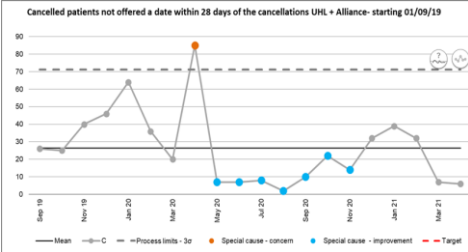
Description	Current Performance	Trend / Benchmark	Key Messages	Key Actions																																	
<p>Stroke - TIA Clinic within 24 Hours (Suspected High Risk TIA)</p>	<p>21/22 Target – 60% or above</p>	 <p>Stroke - TIA Clinic within 24 Hours (Suspected High Risk TIA)- starting 01/09/19</p> <table border="1"> <caption>Approximate data from the chart</caption> <thead> <tr> <th>Month</th> <th>Mean (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr><td>Sep 19</td><td>60</td><td>60</td></tr> <tr><td>Nov 19</td><td>75</td><td>60</td></tr> <tr><td>Jan 20</td><td>70</td><td>60</td></tr> <tr><td>Mar 20</td><td>85</td><td>60</td></tr> <tr><td>May 20</td><td>45</td><td>60</td></tr> <tr><td>Jul 20</td><td>90</td><td>60</td></tr> <tr><td>Sep 20</td><td>55</td><td>60</td></tr> <tr><td>Nov 20</td><td>80</td><td>60</td></tr> <tr><td>Jan 21</td><td>65</td><td>60</td></tr> <tr><td>Mar 21</td><td>55</td><td>60</td></tr> </tbody> </table>	Month	Mean (%)	Target (%)	Sep 19	60	60	Nov 19	75	60	Jan 20	70	60	Mar 20	85	60	May 20	45	60	Jul 20	90	60	Sep 20	55	60	Nov 20	80	60	Jan 21	65	60	Mar 21	55	60	<p>We missed the target by 12 patients. There are a number of factors which resulted in missing the targets.</p> <ol style="list-style-type: none"> oversubscription ie. ever increasing number of referrals Lack of access to usual clinics due to COVID ie. syncope, dementia, migraine Patients refusing their first appointment. Decline in clinical expertise in primary care leading to a safety-first approach, lack of pragmatic thinking, risk-aversity 	<ol style="list-style-type: none"> Significant number of inappropriate referrals come from junior doctors without a consultant review. Therefore the referral form is amended to include that patient was discussed with the consultant. Patients who refuse first choice appointment will be classed as low risk. <p>Results of above changes may not be apparent in May figures as these were implemented only within the last week.</p>
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<p>Is the percentage of Suspected High Risk TIA patients which are seen within 24 Hours at the TIA Clinic.</p>	<p>Performance in April 2021 was 52.8%.</p>																																				

Description	Current Performance	Trend / Benchmark	Key Messages	Key Actions
<p>Urgent Care</p>				
	<p>ED 4 Hour waits UHL performance was 68.7% in April</p> <p>ED 4 Hour waits LLR provisional performance was 77.1% in April</p> <p>Ambulance Handover >60 Mins performance was 7.5% in April</p>	<p>The charts show performance trends from February to May 2021. The top chart, 'ED 4 Hour Wait Performance %', shows a significant peak in April 2021, reaching approximately 85%, well above the 70% target. The middle chart, 'ED 4 Hour Waits Acute Footprint', shows a similar trend with a peak in April 2021 around 80%. The bottom chart, 'Ambulance Handover >60mins', shows a peak in April 2021 at approximately 20%, significantly above the 10% target. All charts include data for 'Special cause - concern' (orange dots) and 'Special cause - improvement' (blue dots).</p>	<p>The Emergency department has seen a large increase in attendance in April 2021 compared to March 2021 with Monday 26th April 2021 the busiest day since December 2019</p> <p>Even though there has been an increase in attendance the admissions have remained static which has led to the conversion rate reducing</p> <p>Continuation of ED GP at front door of adult department (10.00-18.00), reviewing and discharging primary care patients (recommendation from Missed Opportunities audit)</p> <p>Audit of all walk-in adult patients to understand referral route and prior GP contact before coming to ED- initial findings to be discussed at UEC cell</p>	<ul style="list-style-type: none"> • UHL wide approach to ensuring flow out of ED • Support from the system/community to deflect attendances • Admission Conversion rates impacted by COVID-19 • Review model and processes at ED front door, including ambulance sieve • Operational commissioning of newly converted ambulatory area ahead of major works starting in GPAU

Description	Current Performance	Trend / Benchmark	Key Messages	Key Actions
<p>RTT Incompletes</p>	<p>Performance Target – 92%</p> <p>Waiting List Target -TBC</p>			
	<p>RTT - Incomplete 92% in 18 Weeks UHL + Alliance Performance for April was 50.2%.</p> <p>Total Number of incompletes At the end of April 91,700 patients were waiting on an RTT pathway.</p>		<ul style="list-style-type: none"> Theatre capacity is being managed through the weekly SAS process to allocate resource for Cancer and Urgent patients Outpatients optimization board recommended to improve efficiency within outpatients Waiting list has continued to grow, outpatients activity back up to 95% and theatres at 65% sessions delivered. 	<ul style="list-style-type: none"> Continue planning for elective recovery, aligning workforce, finance activity and efficiency opportunities Completion of Elective recovery plans – to be presented at EQB

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<p>RTT 52+ Weeks Wait</p>	<p>20/21 Target – 0</p>																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																											
<p>Is the total number of patients currently on an RTT pathway waiting 52+ weeks.</p>	<p>At the end of April, 12,370 patients were waiting over 52 weeks on an RTT pathway.</p>	 <p>RTT 52 Weeks+ Wait (incomplete) UHL-ALLIANCE- starting 01/09/19</p> <table border="1"> <caption>Approximate data from RTT 52 Weeks+ Wait chart</caption> <thead> <tr> <th>Date</th> <th>Mean</th> </tr> </thead> <tbody> <tr><td>01/09/19</td><td>0</td></tr> <tr><td>01/10/19</td><td>0</td></tr> <tr><td>01/11/19</td><td>0</td></tr> <tr><td>01/12/19</td><td>0</td></tr> <tr><td>01/01/20</td><td>0</td></tr> <tr><td>01/02/20</td><td>0</td></tr> <tr><td>01/03/20</td><td>0</td></tr> <tr><td>01/04/20</td><td>0</td></tr> <tr><td>01/05/20</td><td>0</td></tr> <tr><td>01/06/20</td><td>0</td></tr> <tr><td>01/07/20</td><td>0</td></tr> <tr><td>01/08/20</td><td>0</td></tr> <tr><td>01/09/20</td><td>0</td></tr> <tr><td>01/10/20</td><td>0</td></tr> <tr><td>01/11/20</td><td>0</td></tr> <tr><td>01/12/20</td><td>0</td></tr> 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Description	Current Performance	Trend / Benchmark	Key Messages	Key Actions
<p>6 Week Diagnostic Waits</p> <p>Is the percentage of patients currently waiting 6 weeks or more for a diagnostic test.</p>	<p>21/22 Target – 1%</p> <p>Performance for April was 38.2%.</p>		<p>Increase in urgent cancer referrals has resulted in deterioration of imaging wait times.</p> <p>Waiting times in audiology and gastroenterology improving.</p>	<p>MRI - 2 vans in place with plan to extend for the rest of the 2021/22. Retained 2 days support from Nuffield.</p> <p>CT - Procurement plans for vans now complete – awaiting Trust approval. Additional van has been provided by NHSI/E with a June start date.</p> <p>Non-obstetric ultrasound - Additional agency staff appointed, however high turnover of staff is hampering progress.</p> <p>Audiology – increased capacity helping reduce backlog.</p> <p>Gastroenterology – Vanguard contract extended and ventilation work complete at LRI/LGH.</p>

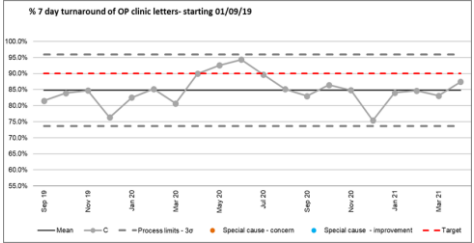
Description	Current Performance	Trend / Benchmark	Key Messages	Key Actions																																				
<p>Cancelled patients not offered a date within 28 days of the cancellations UHL + Alliance</p>	<p>21/22 Target – 0</p>	 <p>Cancelled patients not offered a date within 28 days of the cancellations UHL + Alliance- starting 01/09/19</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>Sep 19</td><td>25</td><td></td></tr> <tr><td>Nov 19</td><td>25</td><td></td></tr> <tr><td>Jan 20</td><td>65</td><td></td></tr> <tr><td>Mar 20</td><td>20</td><td></td></tr> <tr><td>Apr 20</td><td>85</td><td>Special cause - concern</td></tr> <tr><td>May 20</td><td>10</td><td></td></tr> <tr><td>Jul 20</td><td>10</td><td></td></tr> <tr><td>Sep 20</td><td>10</td><td></td></tr> <tr><td>Nov 20</td><td>25</td><td>Special cause - improvement</td></tr> <tr><td>Jan 21</td><td>40</td><td></td></tr> <tr><td>Mar 21</td><td>10</td><td></td></tr> </tbody> </table>	Month	Mean	Special Cause	Sep 19	25		Nov 19	25		Jan 20	65		Mar 20	20		Apr 20	85	Special cause - concern	May 20	10		Jul 20	10		Sep 20	10		Nov 20	25	Special cause - improvement	Jan 21	40		Mar 21	10		<p>Elective capacity has increase in April with further plans to increase in May.</p> <p>COVID-19 numbers have continue to decrease which has helped to see an improvement within April.</p> <p>Focus of P2 and cancer cases</p>	<ul style="list-style-type: none"> • Next phase of theatre recovery planned for May 10th . • Ensure all lists are fully utilized through the Theatre scheduling process
Month	Mean		Special Cause																																					
Sep 19	25																																							
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<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>6 patients were not offered a new day within 28 days in April.</p>																																							

Description	Current Performance	Trend / Benchmark	Key Messages	Key Actions
<p>Long Stay Patients (21+ days)</p>	<p>21/22 Target – 135</p>	<p>The chart displays the number of long stay patients (21+ days) starting from 01/09/19. The Y-axis represents the number of patients, ranging from 60 to 240. The X-axis shows dates from Sep 19 to Sep 21. A solid grey line represents the mean, which fluctuates around 180. A dashed grey line represents the process limits (3σ), ranging from approximately 160 to 200. A red dashed line indicates the target at 135. A blue line with markers shows the current performance, which starts at approximately 180 on Sep 19, drops to about 160 on Sep 20, and then fluctuates between 140 and 160 through Sep 21. Special cause markers are present: a red dot for 'concern' on Sep 20 and a blue dot for 'improvement' on Sep 21.</p>	<ul style="list-style-type: none"> • This is the first month reporting against the new UHL target. • Over recent weeks we have seen a decrease in the number of long stay patients, we are currently five patients above the revised target. • ESM, CHUGGs and RRCV above target and above mean. • MSS are below target and above mean 	<ul style="list-style-type: none"> • Focus group established to review Discharge Profile on Nerve Centre • Education sessions commenced with staff on Discharge • promotion weeks to increase understanding of LOS
<p>Is the number of adult patients that have been in hospital for over 21 days.</p>	<p>At the end of April, the number of long stay patients (21+ days) was 140.</p>			

Performance	Key Messages	Key Actions
See additional slide	<ul style="list-style-type: none">• Referrals have returned to pre COVID levels, and in some areas are higher than pre COVID (dermatology and breast)• BCS continues in the IS• There is a risk of decreased activity due to a change in WLI payments	<ul style="list-style-type: none">• Maximising patient safety• Minimising internal delays• Ensuring regular clinical review

Cancer performance March 2021

Standard	Target	Position
2WW	93%	96.0%
2WW Breast	93%	94.9%
31 Day 1 st Treatments	96%	85.2%
31 Day SUB Surgery	94%	56.9%
31 Day DRUGS	98%	100%
31 Day Radiotherapy	94%	96.8%
62 Day	85%	58.6%
62 Day Screening	90%	51.7%
Consultant upgrade	85%	73.3%

Description	Current Performance	Trend / Benchmark	Key Messages	Key Actions																						
<p>% 7 day turnaround of OP clinic letters</p> <p>Is the percentage of Outpatient clinic letters turned around within 7 days</p>	<p>21/22 Target – 90%</p> <p>Performance for April was 87.4%</p>	 <p>% 7 day turnaround of OP clinic letters- starting 01/09/19</p> <table border="1"> <caption>Approximate data from the chart</caption> <thead> <tr> <th>Month</th> <th>Mean (%)</th> </tr> </thead> <tbody> <tr><td>Sep 19</td><td>87.0</td></tr> <tr><td>Nov 19</td><td>86.0</td></tr> <tr><td>Jan 20</td><td>87.0</td></tr> <tr><td>Mar 20</td><td>88.0</td></tr> <tr><td>May 20</td><td>90.0</td></tr> <tr><td>Jul 20</td><td>88.0</td></tr> <tr><td>Sep 20</td><td>87.0</td></tr> <tr><td>Nov 20</td><td>86.0</td></tr> <tr><td>Jan 21</td><td>87.0</td></tr> <tr><td>Mar 21</td><td>87.4</td></tr> </tbody> </table>	Month	Mean (%)	Sep 19	87.0	Nov 19	86.0	Jan 20	87.0	Mar 20	88.0	May 20	90.0	Jul 20	88.0	Sep 20	87.0	Nov 20	86.0	Jan 21	87.0	Mar 21	87.4	<ul style="list-style-type: none"> • 4.3% increase in performance against target, highest percentage since June 2020 though still under target • Ophthalmology moved to Dit3 whilst still generating some letters on Dit2 – under performance due to new/multiple systems • CHUGGS under performing against target as a whole 	<ul style="list-style-type: none"> • New member of performance team to start work (June 2021) with services under performing to improve turn around times • CHUGGS BI and Deputy HoOps working with services to improve performance and clear backlogs • Expected improvement in ophthalmology performance once using single system
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