

UNITED LINCOLNSHIRE HOSPITALS TRUST

INTEGRATED PERFORMANCE REPORT

PERIOD TO 31st JANUARY 2016

Document management

Title: Integrated Performance Report
To: Trust Board
From: Mark Brassington, Chief Operating Officer
Author: Katherine Hensby, Planning & Performance Manager
Date: 1st March 2016

Purpose of the Report:

To update the Board on the performance of the Trust for the period ended 31st January 2016, and set out the plans and trajectories for performance improvement.

The Report is provided to the Board for:

Decision	Discussion
Assurance x	Endorsement

Recommendations:

The Board is asked to note the current performance and future projections for improvement.

This is an evolving report and the Board are invited to make suggestions as we continue to develop it.

Strategic Risk Register	Performance KPIs year to date As detailed in the report
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Resource Implications (e.g. Financial, HR) None
Assurance Implications: The report is a central element of the Board Assurance Framework
Patient and Public Involvement (PPI) Implications None
Equality Impact None
Information exempt from Disclosure None
Requirement for further review? The report will be updated in April 2016 reflecting performance to 29 th February 2016.

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1. Executive Summary

The purpose of this report is to update the Board on the performance of the Trust for the period ending 31st January 2016. The report provides an integrated summary of indicators that have been aligned to the Trust's goals and objectives. This includes measures on quality, workforce, transformation, finance, contractual and service delivery.

Performance against the Trust's goals & objectives:

Transforming and Improving Services for our Patients.....

Making them sustainable, affordable and accessible within Lincolnshire and treating patients in the most appropriate care setting.

Meeting the Highest Expectations of Patients.....

Delivering consistently safe, effective and reliable care to satisfied patients

- ✘ The Trust did not achieve the 4 hour waiting time target in A&E in January 2016 (82.73%)
- ✔ The 18 week referral to treatment incomplete target was achieved in January (92.48%)
- ✘ 6 out of the 9 Cancer targets were achieved in December 2015
- ✘ The Trust has had 1 case of MRSA during 2015/16 to date.
- ✘ The latest mortality position is 101.69 for Sep 2014- Aug 2015 (HSMR)

Developing and Supporting our Workforce.....

Delivering skilled, compassionate and efficient care to our patients

- ✘ The January monthly sickness rate is currently 4.82%
- ✘ The percentage of agency staff used within the Trust is currently 5.00% for January 2016
- ✘ The Trust appraisal rate is below target at 67%

Monitor Compliance Framework:

Governance Risk Rating:

3.0

**Mark Brassington
Chief Operating Officer
March 2016**

2. KEY MEASURES: PERFORMANCE AT A GLANCE
January 2016

Indicators		Standard	National Position	Current Month	Month Actual	YTD	Site Achievement (month)	Forecast Next Month
SAFETY	Serious Events			January	3	74		
	Never Events	0	0	January	0	2		✓
	Harm Free Care	95.00%		January	93.57%			
	VTE Risk Assessment	95.00%		Quarter 3	95.10%			
	Overdue CAS alerts	0		January	0			✓
	(Safety Thermometer) Catheter-Acquired Infection	0.5%		January	0.00%			✓
	MRSA Bacteraemia (Post 48 Hours)	0	0	January	0	1		✓
	Clostridium difficile (Post 72 Hours)	59		January	4	45		✓
	MSSA	24		January	3	22		
	E-Coli	96		January	5	58		
EFFECTIVENESS	SHMI	100	100	Apr 14 - Mar 15	111.14			
	HSMR	100	100	Sep 14 - Aug 15	101.69			
	EDD	90%		January	75.83%			
	PPCI Call to Balloon in <150 mins	68%		Qtr 3	85.80%			
	Fractured neck of femur	24 Hours 70%		January	64.29%			
		48 Hours 95%		January	97.14%			
	Dementia Screening	90%		December	87.13%			
	Dementia Risk Assessment	90%		December	84.64%			
	Dementia Referral for Specialist Treatment	90%		December	57.63%			
	PATIENT EXPERIENCE	No. complaints received			January	74		
No. complaints still open				January	407			
No. complaints ongoing				January	6			
Friends & Family test: Inpatient and A&E Admission % recommended		70%		January	87% Inpatient, 83% A&E would recommend			
Friends & Family test: Inpatient and A&E Admission Combined (Response Rate)		20%		January	30% Inpatients 22% A&E			
Mixed sex accommodation		0		January	19	65		
Staff FFT: % of staff who would recommend the trust if they needed care				Qtr 3	n/a			
Staff FFT: % of staff who would recommend the trust to friends & family as a place to work			Qtr 3	n/a				

Indicators	Standard	Current Month	Month Actual	YTD
Turnover	n/a	January	2.10%	8.97% (as at end of March 2015)
Vacancy Rate	n/a	January	7.09%	n/a
Appraisal Rate	95%	January	67%	n/a
Sickness Rate	4%	January	4.82%	(rolling year) 4.57%
WTE (worked versus plan)	n/a	January	95.45%	n/a
Use of Agency Staff	n/a	January	5.00%	n/a
Core Learning (Fire)	85%	January	n/a	(Rolling Year) 65%
Core Learning (Infection Control)	85%	January	n/a	(Rolling Year) 69%
Core Learning (Equality & Diversity)	85%	January	n/a	(Rolling Year) 71%
Core Learning (Information Governance)	85%	January	n/a	(Rolling Year) 72%
Core Learning (Safeguarding Children Level 1)	85%	January	n/a	(Rolling Year) 82%
Core Learning (Safeguarding Adults Level 1)	85%	January	n/a	(Rolling Year) 81%
Core Learning (Health & Safety)	85%	January	n/a	(Rolling Year) 88%
Core Learning (Slips)	85%	January	n/a	(Rolling Year) 89%
Core Learning (Manual Handling)	85%	January	n/a	(Rolling Year) 87%
Core Learning (Risk Awareness)	85%	January	n/a	(Rolling Year) 83%
Core Learning (Fraud)	85%	January	n/a	(Rolling Year) 74%
Nurse to bed day ratio (Midwife /Nurse/ Registered Nurse)	n/a	January	1.95	n/a

Indicators	Standard	Current Month	Month Actual	YTD
EBITDA Margin	n/a	January	-10.10%	-11.70%
EBITDA Achieved	n/a	January	(3,505)	(40,518)
Liquidity Ratio (days)	n/a	January		N/A
CIP actual	n/a	January	880	9,304
Capex forecast	n/a	January	2,218	12,019
Agency Spend (% of pay)	n/a	January	9.60%	10.50%

** Figures are part of an ongoing evaluation

Indicators		Standard	Current Month	Month Actual	YTD	Site Achievement (month)	Forecast Next Month	Expected Delivery Date
A&E	Total time in A&E: 4 hours or less	95%	January	82.73%	87.70%		✗	n/a
	RTT: Admitted	90%	January	68.72%	73.86%			
REFERRAL TO TREATMENT	RTT: Non-Admitted	95%	January	87.75%	88.56%			
	RTT: Incompletes	92%	January	92.48%	91.83%		✓	
	Waiting times for diagnostic tests	99%	January	99.14%	99.24%		✓	
	52 week waiters	0	January	2	10		✓	
	13 week waiting standard	0.03%	January	not avail	not avail		✗	n/a
	Appointment Slot issues (ASIs)		(Snapshot at month end) January	383				n/a
	Cancelled Operations on the day of the operation	1.10%	January	1.93%	1.93%			n/a
	(Cancelled ops) Not treated within 28 days. (Breach)	0.00%	January	23.64%	10.80%			n/a
	Delayed transfers of care	3.50%	January	7.60%	6.55%		✗	
	CANCER TARGETS	2 week wait suspect cancer	93%	December	95.5%	91.4%		
2 week wait breast symptomatic		93%	December	94.3%	83.0%			n/a
31 day first treatment		96%	December	98.1%	97.4%			n/a
31 day subsequent drug treatments		98%	December	94.0%	98.3%			n/a
31 day subsequent surgery treatments		94%	December	97.1%	95.2%			n/a
31 day subsequent radiotherapy treatments		94%	December	97.4%	90.0%			n/a
62 day Classic		85%	December	84.8%	75.4%			n/a
62 day screening		90%	December	81.2%	86.0%			n/a
62 day consultant upgrade		85%	December	85.2%	95.3%			n/a

Indicators	Standard	Current Month	Month Actual	YTD
Formal Contract Performance Notices (as per new Contract Management Clauses)	0	January	5 (but superseding 3 previous)	5*
Formal Performance Notices	0	January	0	0**
Contract Fines / Penalties	0	January		

* The 2015/16 NHS Contract has new contract management clauses such as there are no longer Contract Query Notices but instead escalation directly to Contract Performance Notice (CPN). In October, CCGs raised 4 new CPNs; A&E, Cancer, Cancelled Operations & Stroke. NHSE Specialised formally raised a CPN for Neonates replacing the notice originally dating back to Dec 2011.

** A Contract Exception Notice is the next stage of the Contract Management Clause and normally involves a financial penalty.

KEY	Under Performance	Under Review	Achieved	Not Applicable	Site Legend	Forecast Legend
					G: Grantham Site L: Lincoln Site Cl: Louth Site P: Pilgrim Site	✓ Standard is forecast to be achieved the following month ✗ Standard is forecast not to be achieved the following month

3. Monitor Compliance Framework

In June 2015, Monitor reviewed the appropriate reporting requirements in line with changes to relevant policies. Following the removal of admitted and non-admitted referral to treatment targets the Monitor Compliance Framework has been updated to reflect these changes meaning Trusts are only required to report against the incompletes target for 18 Week RTT.

United Lincolnshire Hospitals NHS Trust: Monitor Compliance Framework Targets - Month 10 January 2015/16

GOVERNANCE RISK RATINGS: Monitor Compliance Framework 2015/16 - Governance Indicators

Area	Indicator	Threshold	Monitoring Period	Apr-15	May-15	Jun-15	Quarter 1 Actual	Jul-15	Aug-15	Sep-15	Quarter 2 Actual	Oct-15	Nov-15	Dec-15	Quarter 3 Actual	Jan-16	Feb-16	Mar-16	Quarter 4 Forecast
Access	1	maximum time of 18 weeks frm point of referral to treatment in aggregate - patients on an incomplete pathway	92%	Quarterly	90.00%	90.85%	91.07%		91.90%	92.11%	92.81%		92.44%	92.29%	92.40%		92.48%		
	2	A&E: maximum waiting time of four hours from arrival to admission/transfer/discharge	95%	Quarterly	87.30%	87.60%	90.67%		91.37%	89.17%	90.17%		86.41%	86.52%	84.88%		82.73%		
	3	All cancers: 62 day wait for first treatment from: Urgent GP referral for suspected cancer *	85%	Quarterly	74.70%	76.50%	67.30%		72.40%	72.70%	78.20%		70.30%	74.10%	86.20%		84.80%		
		NHS Cancer Screening Service referral *	90%		74.30%	91.30%	85.70%		77.80%	100.00%	73.90%		84.20%	87.50%	92.50%		81.20%		
	4	All cancers: 31 day wait for second or subsequent treatment comprising: Surgery *	94%	Quarterly	97.60%	91.70%	97.40%		91.90%	95.30%	96.70%		91.30%	97.10%	94.40%		94.40%		
		anti cancer drug treatments *	98%		99.10%	98.90%	100.00%		96.50%	99.20%	98.90%		98.40%	100.00%	98.80%		94.00%		
radiotherapy *		94%	95.30%		80.90%	75.30%		83.00%	96.00%	93.10%		95.10%	94.90%	98.00%		97.40%			
5	All cancers: 31 day wait from diagnosis to first treatment *	96%	Quarterly	95.50%	99.60%	96.00%		95.20%	97.40%	93.60%		98.40%	99.10%	99.00%		98.10%			
6	cancer: two week wait from referral to date first seen, comprising: all urgent referrals (cancer suspected) *	93%	Quarterly	87.00%	81.90%	91.40%		91.90%	92.70%	92.70%		88.90%	91.80%	95.70%		95.50%			
	for symptomatic breast patients (cancer not initially suspected) *	93%		79.10%	44.30%	87.00%		88.50%	83.40%	85.80%		81.80%	87.80%	93.80%		94.30%			
Outcomes	14	Meeting the C.difficile objective (cumulative)	62	Quarterly	2	3	4		3	5	7		5	2	9		4		
	15	Meeting the MRSA objective (cumulative)	0	Quarterly	1	0	0		0	0	0		0	0	0		0		
	19	Certification against compliance with requirements regarding access to health care for people with a learning disability	n/a	Quarterly	Compliant	Compliant	Compliant		Compliant	Compliant	Compliant		Compliant	Compliant	Compliant		Compliant		

* Information is reported a month behind

Risk Rating	6	5	6	7	6	3	6	7	4	3	2	5	3					
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Trust Internal Compliance Rating
Target Met
Target Not Met

Monitor Governance Risk Rating Calculation	
<1.0	Green
≥1.0	Amber/Green
<2.0	
≥2.0	Amber/Red
<4.0	
≥4.0	Red

GOVERNANCE RISK RATING

Monitor assign a Governance Risk Rating to reflect quality of services at a Trust. Higher levels of governance risk may serve to trigger greater regulatory action.

The Risk Rating is calculated from performance against service indicators. Each of these indicators is given a weighting and compliance with all indicators would achieve a Risk Rating of 0.

For each non-compliant indicator the weighted score is applied and the total of these formulate the Risk Rating.

The numerical score is RAG rated using the table to the left.

Monitor may apply a red Governance Risk Rating where any indicator with a rating of 1.0 is breached for three successive quarters.

For each of the non-compliant indicators a failure in one month is considered to be a quarterly failure.

4. Referral to Treatment Assurance Framework

The RTT assurance framework consists of four indicators for the Incompletes RTT Pathway. The indicators look at both the achievement and sustainability of the 92% standard. These indicators along with the risk rating are detailed below:

% incomplete pathways greater than 18 wks	
Position	Rating
0-2%	0
2-4%	2
4-6%	4
6-8%	6
8-10%	8
>10%	10

Number of ASIs	
Position	Rating
1-10	0
10-20	2
20-30	4
30-40	6
40-50	8
>50	10

Mean Pathway Length	
Position	Rating
0-5 wks	0
5-7.2 wks	2
7.2-9 wks	4
9-10 wks	6
10-12 wks	8
>12 wks	10

Past RTT Performance	
Position	Rating
>5 months achieve 92%	0
3-5 months achieve 92%	2
1-3 months achieve 92%	4
Previous month performance was between 91-92%	6
Previous month performance was between 90-91%	8
Previous month performance was less than 90%	10

Incompletes RTT Standard Risk Rating	
Rating	Risk
0	No Risk
0-8	
8-16	Low Risk
16-24	Medium Risk
24-32	High Risk
32-40	

Specialty	RTT Incompletes Risk Rating			Risk Rating Trend	Site Achievement of RTT Incompletes for January 2016							
	Nov-15	Dec-15	Jan-16		Lincoln	Pilgrim	Grantham	Skegness	Louth	Johnson	John C	Holbeach
Trauma & Orthopaedics	28	30	34									
Nephrology	18	24	32									
Nuclear Medicine	30	24	30									
Neurology	28	26	26									
Vascular Surgery	26	26	26									
Maxillo-Facial Surgery	24	24	20									
General Surgery	20	20	20									
Paediatrics	10	16	20									
Paediatric Surgery	6	8	20									
Dermatology	14	18	18									

The risk rating applied to each specialty will give an indication as to whether they are at risk of not achieving the RTT incompletes standard in future months.