

UNITED LINCOLNSHIRE HOSPITALS TRUST

INTEGRATED PERFORMANCE REPORT

PERIOD TO 30th APRIL 2016

Document management

Title: Integrated Performance Report
To: Trust Board
From: Mark Brassington, Chief Operating Officer
Author: Katherine Hensby, Planning & Performance Manager
Date: 7th June 2016

Purpose of the Report:

To update the Board on the performance of the Trust for the period ended 30th April 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 July 2016 reflecting performance to 31 st May 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 30th April 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 April 2016 (80.54%) but did achieve the STF trajectory (76.60%)
- ✓ The 18 week referral to treatment incomplete target was achieved in April (92.11%)
- ✗ 2 out of the 9 Cancer targets were achieved in March 2016
- ✓ The Trust has had 0 cases of MRSA during 2016/17 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 April monthly sickness rate is currently 5.38%
- ✗ The percentage of agency staff used within the Trust is currently 3.97% for April 2016
- ✗ The Trust appraisal rate is below target at 64%

Monitor Compliance Framework:

Governance Risk Rating:

4.0

Mark Brassington
Chief Operating Officer
June 2016

2. TRUST PAAG

2. KEY MEASURES: PERFORMANCE AT A GLANCE
April 2016

Indicators		Standard	National Position	Current Month	Month Actual	YTD	Site Achievement (month)	Forecast Next Month
SAFETY	Serious Events			April	1	1		
	Never Events	0	0	April	0	0		✓
	Harm Free Care	95.00%		April	91.75%			
	VTE Risk Assessment	95.00%		Quarter 4	96.73%			
	Overdue CAS alerts	0		April	0			✓
	(Safety Thermometer) Catheter-Acquired Infection	0.5%		April	0.11%			✓
	MRSA Bacteraemia (Post 48 Hours)	0	0	April	0	0		✓
	Clostridium difficile (Post 72 Hours)	59		April	2	2		✓
	MSSA	24		April	1	1		
	E-Coli	96		April	5	5		
EFFECTIVENESS	SHMI	100	100	Oct 14- Sep 15	111.21			
	HSMR	100	100	Feb 15-Jan 16	99.54			
	EDD	90%		April	72.53%			
	PPCI Call to Balloon in <150 mins	68%		Qtr 4	93.20%			
	Fractured neck of femur	24 Hours 70%		April	77.19%			
		48 Hours 95%		April	94.74%			
	Dementia Screening	90%		March	92.45%			
	Dementia Risk Assessment	90%		March	86.46%			
	Dementia Referral for Specialist Treatment	90%		March	50.94%			
	PATIENT EXPERIENCE	No. complaints received			April	72		
No. complaints still open				April	403			
No. complaints ongoing				April	69			
Friends & Family test : Inpatient and A&E Admission % recommended		70%		April	APRIL NOT YET AVAILABLE			
Friends & Family test: Inpatient and A&E Admission Combined (Response Rate)		20%		April	APRIL NOT YET AVAILABLE			
Mixed sex accommodation		0		April	10	10		
Staff FFT: % of staff who would recommend the trust if they needed care				Q4	62%			
Staff FFT: % of staff who would recommend the trust to friends & family as a place to work			Q4	54%				

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

Indicators	Standard	Current Month	Month Actual	YTD
Turnover	n/a	April	1.89%	1.89%
Vacancy Rate	n/a	April	6.79%	n/a
Appraisal Rate	95%	April	64%	n/a
Sickness Rate	4%	April	5.38%	(rolling year) 4.54%
WTE (worked versus plan)	n/a	April	96.89%	n/a
Use of Agency Staff	n/a	April	3.97%	n/a
Core Learning (Fire)	85%	April	n/a	(Rolling Year) 68%
Core Learning (Infection Control)	85%	April	n/a	(Rolling Year) 69%
Core Learning (Equality & Diversity)	85%	April	n/a	(Rolling Year) 75%
Core Learning (Information Governance)	85%	April	n/a	(Rolling Year) 75%
Core Learning (Safeguarding Children Level 1)	85%	April	n/a	(Rolling Year) 87%
Core Learning (Safeguarding Adults Level 1)	85%	April	n/a	(Rolling Year) 86%
Core Learning (Health & Safety)	85%	April	n/a	(Rolling Year) 89%
Core Learning (Slips)	85%	April	n/a	(Rolling Year) 91%
Core Learning (Manual Handling)	85%	April	n/a	(Rolling Year) 88%
Core Learning (Risk Awareness)	85%	April	n/a	(Rolling Year) 85%
Core Learning (Fraud)	85%	April	n/a	(Rolling Year) 81%
Core Learning (Basic Life Saving)	85%	April	n/a	(Rolling Year) 24%
Nurse to bed day ratio (Midwife /Nurse/ Registered Nurse)	n/a	April	1.72	n/a

Indicators	Standard	Current Month	Month Actual	YTD
EBITDA Margin	n/a	April	7.20%	7.20%
EBITDA Achieved	n/a	April	(2,627)	(2,627)
Liquidity Ratio (days)	n/a	April	N/A	
CIP actual	n/a	April	Not available at present	Not available at present
Capex forecast	n/a	April	Not available at present	Not available at present
Agency Spend (% of pay)	n/a	April	7.90%	7.90%

** Figures are part of an ongoing evaluation

Indicators		Standard	Current Month	Month Actual	YTD	Site Achievement (month)	Forecast Next Month	Expected Delivery Date		
MEETING THE HIGHEST EXPECTATIONS OF OUR PATIENTS	A&E	Total time in A&E: 4 hours or less	95%	April	80.54%	80.54%		✗	n/a	
		RTT: Admitted	90%	April	65.35%	65.35%			n/a	
	REFERRAL TO TREATMENT	RTT: Non-Admitted	95%	April	88.32%	88.32%			n/a	
		RTT: Incompletes	92%	April	92.11%	92.11%		✓		
		Waiting times for diagnostic tests	99%	April	99.10%	99.10%		✓		
		52 week waiters	0	April	0	0		✓		
		13 week waiting standard	0.03%	April	not avail	not avail		✗	n/a	
		Appointment Slot issues (ASI's)		(Snapshot at month end) April	551				n/a	
		Cancelled Operations on the day of the operation	1.10%	April	2.12%	2.12%			n/a	
		(Cancelled ops) Not treated within 28 days. (Breach)	0.00%	April	7.55%	7.55%			n/a	
		Delayed transfers of care	3.50%	April	4.01%	4.01%		✗		
		CANCER TARGETS	2 week wait suspect cancer	93%	March	92.5%	91.9%			n/a
			2 week wait breast symptomatic	93%	March	90.6%	85.2%			n/a
			31 day first treatment	96%	March	96.7%	97.2%			n/a
			31 day subsequent drug treatments	98%	March	91.6%	96.8%			n/a
			31 day subsequent surgery treatments	94%	March	92.1%	93.6%			n/a
			31 day subsequent radiotherapy treatments	94%	March	90.7%	88.8%			n/a
			62 day Classic	85%	March	75.6%	75.3%			n/a
62 day screening	90%		March	92.1%	86.9%			n/a		
62 day consultant upgrade	85%		March	69.2%	85.6%			n/a		
MEETING THE HIGHEST EXPECTATIONS OF OUR PATIENTS	DELIVERY OF CONTRACT		Formal Contract Performance Notices (as per new Contract Management Clauses)	0	April	0	4*	*There are no new Contract Performance Notices but notices raised in 2015/16 have been "rolled over" into 2016/17.		
		Formal Performance Notices	0	April	0	0**	** A Contract Exception Notice is the next stage of the Contract Management Clause and normally involves a financial penalty.			
MEETING THE HIGHEST EXPECTATIONS OF OUR PATIENTS	DELIVERY OF CONTRACT	Contract Fines / Penalties	0	April			Fine for A&E, RTT, 62 Day Cancer and Diagnostics are waived linked to the STF trajectories. The Trust will continue to monitor performance/sanctions against all other national standards and fines.			

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 1 April 2016/17

GOVERNANCE RISK RATINGS: Monitor Compliance Framework 2016/17 - Governance Indicators

Area	Indicator	Threshold	Monitoring Period	Apr-16	May-16	Jun-16	Quarter 1 Actual	Jul-16	Aug-16	Sep-16	Quarter 2 Actual	Oct-16	Nov-16	Dec-16	Quarter 3 Actual	Jan-17	Feb-17	Mar-17	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	92.11%														
	2	A&E: maximum waiting time of four hours from arrival to admission/transfer/discharge	95%	Quarterly	80.54%														
	3	All cancers: 62 day wait for first treatment from: Urgent GP referral for suspected cancer *	85%	Quarterly	75.60%														
		NHS Cancer Screening Service referral *	90%		92.10%														
	4	All cancers: 31 day wait for second or subsequent treatment comprising: Surgery *	94%	Quarterly	92.10%														
		anti cancer drug treatments * radiotherapy *	98% 94%		91.60% 90.70%														
5	All cancers: 31 day wait from diagnosis to first treatment *	96%	Quarterly	96.70%															
6	cancer: two week wait from referral to date first seen, comprising: all urgent referrals (cancer suspected) *	93%	Quarterly	92.50%															
	for symptomatic breast patients (cancer not initially suspected) *	93%		90.60%															
Outcomes	14	Meeting the C.difficile objective (cumulative)	62	Quarterly	2														
	15	Meeting the MRSA objective (cumulative)	0	Quarterly	0														
	19	Certification against compliance with requirements regarding access to health care for people with a learning disability	n/a	Quarterly	Compliant														

* Information is reported a month behind

Risk Rating	4																	
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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	Amber/Red
≥2.0	Amber/Red
<4.0	Amber/Red
≥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		Number of ASIs		Mean Pathway Length		Past RTT Performance		Incompletes RTT Standard Risk Rating	
Position	Rating	Position	Rating	Position	Rating	Position	Rating	Rating	Risk
0-2%	0	1-10	0	0-5 wks	0	>5 months achieve 92%	0	0	No Risk
2-4%	2	10-20	2	5-7.2 wks	2	3-5 months achieve 92%	2	0-8	
4-6%	4	20-30	4	7.2-9 wks	4	1-3 months achieve 92%	4	8-16	Low Risk
6-8%	6	30-40	6	9-10 wks	6	Previous month performance was between 91-92%	6	16-24	Medium Risk
8-10%	8	40-50	8	10-12 wks	8	Previous month performance was between 90-91%	8	24-32	High Risk
>10%	10	>50	10	>12 wks	10	Previous month performance was less than 90%	10	32-40	

Specialty	RTT Incompletes Risk Rating			Risk Rating Trend	Site Achievement of RTT Incompletes for April 2016							
	Feb-16	Mar-16	Apr-16		Lincoln	Pilgrim	Grantham	Skegness	Louth	Johnson	John C	Holbeach
Nephrology	32	40	34									
Trauma & Orthopaedics	32	30	32									
Cardiology	16	28	30									
Nuclear Medicine	30	30	30									
Radiology	20	20	30									
Paediatric Surgery	16	28	28									
Vascular Surgery	26	26	26									
General Medicine	10	8	24									
Colorectal Surgery	12	12	24									
Dermatology	16	8	20									

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.