

UNITED LINCOLNSHIRE HOSPITALS TRUST

INTEGRATED PERFORMANCE REPORT

PERIOD TO 29th FEBRUARY 2016

Document management

Title: Integrated Performance Report
To: Trust Board
From: Mark Brassington, Chief Operating Officer
Author: Katherine Hensby, Planning & Performance Manager
Date: 5th April 2016

Purpose of the Report:

To update the Board on the performance of the Trust for the period ended 29th February 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
--------------------------------	--

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 May 2016 reflecting performance to 31 st March 2016.

Content

1. Executive Summary	Page 3
2. Key measures: performance at a glance	Page 4
3. Monitor Compliance Framework	Page 5
4. Referral to Treatment Assurance Framework	Page 6

1. Executive Summary

The purpose of this report is to update the Board on the performance of the Trust for the period ending 29th February 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.

A deficit of £55.8m for the period 29th February 2016 is reported. The in-month deficit was £0.8m as opposed to £5m in January, £5.4m in December. £5.0m in November, £5.625m in October, £6.525m in September, £5.664m in August, £4.140m in July, £4.993m in June, £6.255m in May and £6.291m in April

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 February 2016 (81.07%)
- ✔ The 18 week referral to treatment incomplete target was achieved in February (93.14%)
- ✘ 4 out of the 9 Cancer targets were achieved in January 2016
- ✘ 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 February monthly sickness rate is currently 4.84%
- ✘ The percentage of agency staff used within the Trust is currently 5.29% for February 2016
- ✘ The Trust appraisal rate is below target at 65%

Monitor Compliance Framework:

Governance Risk Rating:

3.0

Mark Brassington
Chief Operating Officer
April 2016

2. TRUST PAAG

2. KEY MEASURES: PERFORMANCE AT A GLANCE February 2016

Indicators		Standard	National Position	Current Month	Month Actual	YTD	Site Achievement (month)	Forecast Next Month
SAFETY	Serious Events			February	2	76		
	Never Events	0	0	February	0	2		✓
	Harm Free Care	95.00%		February	92.41%			
	VTE Risk Assessment	95.00%		Quarter 3	95.10%			
	Overdue CAS alerts	0		February	0			✓
	(Safety Thermometer) Catheter-Acquired Infection	0.5%		February	0.20%			✓
	MRSA Bacteraemia (Post 48 Hours)	0	0	February	0	1		✓
	Clostridium difficile (Post 72 Hours)	59		February	6	51		✓
	MSSA	24		February	2	24		
	E-Coli	96		February	3	61		
EFFECTIVENESS	SHMI	100	100	Jul 14 - Jun 15	111.86			
	HSMR	100	100	Dec 14 - Nov 15	101.35			
	EDD	90%		February	74.65%			
	PPCI Call to Balloon in <150 mins	68%		Qtr 3	85.80%			
	Fractured neck of femur	24 Hours 70%		February	76.67%			
		48 Hours 95%		February	93.33%			
	Dementia Screening	90%		February	87.02%			
	Dementia Risk Assessment	90%		February	92.78%			
	Dementia Referral for Specialist Treatment	90%		February	66.13%			
	PATIENT EXPERIENCE	No. complaints received			February	72		
No. complaints still open				February	412			
No. complaints ongoing				February	12			
Friends & Family test : Inpatient and A&E Admission % recommended		70%		February	88% Inpatient, 83% A&E would recommend			
Friends & Family test: Inpatient and A&E Admission Combined (Response Rate)		20%		February	32% Inpatients 22% A&E			
Mixed sex accommodation		0		February	12	77		
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				

KEY	Under Performance	Under Review	Achieved	Not Applicable	CL L G	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	February	2.10%	8.97% (as at end of March 2015)
Vacancy Rate	n/a	February	7.04%	n/a
Appraisal Rate	95%	February	65%	n/a
Sickness Rate	4%	February	4.84%	(rolling year) 4.51%
WTE (worked versus plan)	n/a	February	96.11%	n/a
Use of Agency Staff	n/a	February	5.29%	n/a
Core Learning (Fire)	85%	February	n/a	(Rolling Year) 66%
Core Learning (Infection Control)	85%	February	n/a	(Rolling Year) 70%
Core Learning (Information Governance)	85%	February	n/a	(Rolling Year) 71%
Core Learning (Safeguarding Children Level 1)	85%	February	n/a	(Rolling Year) 74%
Core Learning (Safeguarding Adults Level 1)	85%	February	n/a	(Rolling Year) 84%
Core Learning (Health & Safety)	85%	February	n/a	(Rolling Year) 83%
Core Learning (Slips)	85%	February	n/a	(Rolling Year) 89%
Core Learning (Manual Handling)	85%	February	n/a	(Rolling Year) 87%
Core Learning (Risk Awareness)	85%	February	n/a	(Rolling Year) 83%
Core Learning (Fraud)	85%	February	n/a	(Rolling Year) 76%
Nurse to bed day ratio (Midwife /Nurse/ Registered Nurse)	n/a	February	1.66	n/a

Indicators	Standard	Current Month	Month Actual	YTD
EBITDA Margin	n/a	February	1.80%	-10.40%
EBITDA Achieved	n/a	February	710	(39,808)
Liquidity Ratio (days)	n/a	February		N/A
CIP actual	n/a	February	875	10,179
Capex forecast	n/a	February	2,614	14,663
Agency Spend (% of pay)	n/a	February	10.50%	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
REFERRAL TO TREATMENT	A&E Total time in A&E: 4 hours or less	95%	February	81.07%	87.11%			n/a
	RTT: Admitted	90%	February	65.08%	73.03%		n/a	
	RTT: Non-Admitted	95%	February	88.00%	88.51%		n/a	
	RTT: Incompletes	92%	February	93.14%	91.94%		✓	
	Waiting times for diagnostic tests	99%	February	99.33%	99.25%		✓	
	52 week waiters	0	February	0	12		✓	
	13 week waiting standard	0.03%	February	not avail	not avail			n/a
	Appointment Slot issues (ASIs)		(Snapshot at month end) February	487			n/a	n/a
	Cancelled Operations on the day of the operation	1.10%	February	2.25%	1.95%		n/a	n/a
	(Cancelled ops) Not treated within 28 days. (Breach)	0.00%	February	6.36%	14.05%		n/a	n/a
CANCER TARGETS	Delayed transfers of care	3.50%	February	7.01%	6.18%			
	2 week wait suspect cancer	93%	January	93.2%	91.5%		n/a	n/a
	2 week wait breast symptomatic	93%	January	93.8%	84.1%		n/a	n/a
	31 day first treatment	96%	January	96.1%	97.3%		n/a	n/a
	31 day subsequent drug treatments	98%	January	83.3%	97.1%		n/a	n/a
	31 day subsequent surgery treatments	94%	January	87.8%	93.9%		n/a	n/a
	31 day subsequent radiotherapy treatments	94%	January	73.5%	88.5%		n/a	n/a
	62 day Classic	85%	January	72.8%	75.6%		n/a	n/a
	62 day screening	90%	January	84.8%	86.1%		n/a	n/a
	62 day consultant upgrade	85%	January	90.5%	91.8%		n/a	n/a

Indicators	Standard	Current Month	Month Actual	YTD
Formal Contract Performance Notices (as per new Contract Management Clauses)	0	February	5 (but superseding 3 previous notices)	5*
Formal Performance Notices	0	February	0	0**
Contract Fines / Penalties	0	February	Fines have been calculated based on performance against the constitutional standards. Discussions on-going with commissioners about application and reinvestment for Q1-3. National directive for Q4 application of fines.	

* 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

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 11 February 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 from 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%	93.14%		
	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%	81.07%		
	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%	72.80%		
		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%	84.80%		
	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%		97.10%	87.80%		
		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%	83.30%		
radiotherapy *		94%	95.30%		80.90%	75.30%		83.00%	96.00%	93.10%		95.10%	94.90%	98.00%		97.40%	73.50%			
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%	96.10%			
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%	93.20%			
	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%	93.80%			
Outcomes	14	Meeting the C.difficile objective (cumulative)	62	Quarterly	2	3	4		3	5	7		5	2	9		4	5		
	15	Meeting the MRSA objective (cumulative)	0	Quarterly	1	0	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	Compliant		

* Information is reported a month behind

Risk Rating	6	5	6	7	6	3	6	7	4	3	2	5	3	3					
-------------	---	---	---	---	---	---	---	---	---	---	---	---	---	---	--	--	--	--	--

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	Red
<4.0	
≥4.0	

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 Incomplete 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 February 2016							
	Dec-15	Jan-16	Feb-16		Lincoln	Pilgrim	Grantham	Skegness	Louth	Johnson	John C	Holbeach
Trauma & Orthopaedics	30	34	34									
Nephrology	24	34	34									
Nuclear Medicine	24	30	30									
Vascular Surgery	26	24	24									
General Surgery	20	20	20									
Maxillo-Facial Surgery	24	18	18									
Paediatric Surgery	8	18	18									
Dermatology	18	18	18									
Cardiology	16	18	18									
Neurology	26	14	14									

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.