

**UNIVERSITY HOSPITALS BIRMINGHAM NHS FOUNDATION TRUST**  
**BOARD OF DIRECTORS**  
**THURSDAY 24 JANUARY 2019**

<b>Title:</b>	<b>PERFORMANCE REPORT</b>
<b>Responsible Director:</b>	Lawrence Tallon, Director of Strategy, Planning & Performance
<b>Contact:</b>	Andy Walker, Head of Strategy and Planning Rukudzo Hakulandaba, Performance Assurance Manager

<b>Purpose:</b>	To update the Board of Directors on the Trust's performance against targets.
<b>Confidentiality Level &amp; Reason:</b>	None
<b>Annual Plan Ref:</b>	Affects all strategic aims.
<b>Key Issues Summary:</b>	<p>Exception reports are provided where there are risks to performance against targets.</p> <p>ED attendances were 2.4% lower than November 2018 but 6.3% higher than December 2017. Performance across the Trust continues to deteriorate with considerable pressure on Emergency Departments across the trust and the West Midlands as a whole.</p> <p>RTT performance improved slightly in November, but is still below target.</p> <p>Performance for 2 week waits for suspected cancer and breast symptomatic were both below target in November.</p> <p>The 62 day cancer GP referral deteriorated in month, whilst the screening performance significantly improved.</p> <p>Further details and actions taken in response to the exceptions identified are included in the report.</p>
<b>Recommendations:</b>	<p>The Board of Directors is requested to:</p> <p><b>Accept</b> the report on progress made towards achieving performance targets and associated risks and mitigating actions.</p>

<b>Approved by:</b>	Lawrence Tallon	Date: 16 January 2019
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**BOARD OF DIRECTORS**  
**THURSDAY 24 JANUARY 2019**

**PERFORMANCE REPORT**

**PRESENTED BY THE DIRECTOR OF STRATEGY, PLANNING &  
PERFORMANCE**

**1. Purpose**

This paper summarises the Trust's performance against national targets, including those in the Single Oversight Framework. Where RAG ratings are given in the Appendix, green indicates the target is being achieved, amber that performance is slightly below target, and red that it is significantly below. Material risks are detailed in this paper, whilst other targets and indicators are included in Appendix 1.

**2. Exception Reports**

The following areas have been identified as material exceptions:

**2.1 A&E 4 Hour Waits**

Internal Trust performance<sup>1</sup> fell 2.3pp to 73.5%. When Type 3 activity from other local providers and Type 5 activity that has been redirected away from the Emergency Departments (e.g. hot clinics and direct admissions to CDU/MAU/SAU) is included, the Trust's performance for December is reported as 84.6%, a fall of 1.0pp compared to November. All sites saw a deterioration in performance except for Solihull.

QEHB performance deteriorated by 4.2pp to 72.7%; the site is experiencing significant growth in attendances with performance further deteriorating towards end of December, a trend that has continued into January 2019. December 2018 attendances were 6.2% higher than December 2017.

The Heartlands position deteriorated by 0.6pp to 70.8% compared to November with attendances being 8.2% higher than December 2017 and at Good Hope performance fell by 3.2pp to 69.1% with attendances having increased by 5.5% compared to last year. Solihull was the only site which had an improved performance of 0.7pp to 98.8%.

Average daily attendances across the Trust were 6.3% higher than December 2017 but 2.4% lower than November 2018.

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<sup>1</sup> This refers to Type 1 performance at QEHB, BHH, GHH and Type 3 performance at Solihull, before other activity is included, such as allocated walk-in centre activity or ED diversion pathways.

Site	Daily Attendances Dec 2017	Daily Attendances Nov 2018	Daily Attendances Dec 2018	Change Dec 2017 to Dec 2018	Change Nov 2018 to Dec 2018
QEHB	311.8	346.1	332.4	6.6%	-4.0%
Heartlands	381.9	414.5	413.2	8.2%	-0.3%
Good Hope	240.5	260.9	253.8	5.5%	-2.7%
Solihull	98.6	104.2	98.9	0.4%	-5.0%
<b>UHB</b>	<b>1032.8</b>	<b>1125.7</b>	<b>1098.3</b>	<b>6.3%</b>	<b>-2.4%</b>

## 2.2 RTT 18 Week Incomplete Pathways, 52 Week Waits and Waiting List

In November, overall performance for 18 week incomplete pathways improved by 0.2pp to 88.0%. Performance improved at QEHB by 0.4pp to 89.6% and slightly improved at HGS by 0.1pp to 87.0%. There was one 52 week breach reported in November in Neurology. The breach is as a result of patient choice with a final appointment for January 2019 having been provided. Any further cancellation from the patient will result in the patient being discharged to the GP.

The RTT waiting list is now 0.9% greater than it was in March 2018. The HGS waiting list is 2.0% greater than baseline whilst QEHB waiting list size is now below baseline by 0.8%. Nationally the England waiting list size fell to 4.15m in November and is now 8.0% larger than the baseline.

There are eleven treatment functions that are below target for the Trust as a whole. At QEHB plans are ongoing to deliver additional inpatient and outpatient activity, with particular focus on increasing daycase activity due to the volume of admitted backlog which is daycase.

## 2.3 Delayed Transfers of Care

The percentage of NHS and joint patients who were delayed improved in November by 0.5pp to 1.9%. QEHB and Solihull improved by 0.7pp to 1.5% and 3.3pp to 2.4%, respectively. Heartlands and Good hope fell slightly by 0.1pp at each site to 2.6% and 1.6%, respectively.

Heartlands hospital was the only site with an increase in social care delays which resulted in a deteriorating position of 0.3pp to 5.3%. QEHB improved performance on delayed transfers by 1.2pp to 3.6%. Overall, HGS had an increase in Solihull Metropolitan Borough Council delayed patients.

Overall delayed transfer of care performance at Solihull Hospital improved by 2.8pp to 5.2% in November. In Solihull, we are currently working with the CCG and Local Authority on a number of initiatives under the banner of the SupportUHome programme which focuses in part on effective discharge planning and joint working to reduce delays for patients being discharged from hospital and require further care.

In mid-2019, a peer review will be undertaken by colleagues from the Local Government Association looking in details at the delayed transfers of Solihull residents and registrants, which will support us as a system to reduce the delays further.

The Trust has made progress towards the NHSI target of reducing the number of occupied beds of patients with a length of stay of more than 21 days. However, the Trust is not now on track to achieve the required target by December 2018.

#### 2.4 Cancelled Operations

In November there were 125 operations cancelled on the day of surgery at QEHB (1.5% of elective admissions) and 94 at HGS (1.0%). Of these, six at QEHB were not rebooked within 28 days. During 2018/19, 53% of 28 day breaches have been in Liver Surgery where additional phased theatre time was introduced in November 2018. A common UHB Access Policy for agreement with commissioners is being drafted that will align processes across the Trust and address patient choice and reasonable offers.

#### 2.5 Cancer Targets

Performance for the Cancer 62 Day GP Referrals target fell by 4.2pp to 76.5% in November. QEHB performance fell by 10.0pp to 56.5% whilst HGS remained above target at 88.2%. At QEHB breaches of the 62 day standard totalled 41.5 relating to 61 patients.

The 2 week wait breast symptoms and suspected cancer targets were below target at 80.9% and 91.8%, respectively. HGS are experiencing capacity issues with radiology support for the service which has impacted on their breast symptoms 2 week wait performance. An action plan and improvement trajectory is being formulated. These capacity issues will impact December 2018 and January 2019 performance.

#### 2.6 Dementia Finding, Assessment and Referral

Performance for the "Find" element was below target at 88.5%. QEHB was the only site above target at 93.7%. Good Hope and Solihull performance improved by 4.5pp to 87.2% and by 1.5pp to 80.8%. Heartlands hospital performance fell slightly by 0.1pp to 87.5%. Daily chasing of consultants for those patients at HGS where screening has not been carried out continues, however the definitive solution will be the roll-out of PICS from September 2019, which mandates screening as part of the admission process.

#### 2.7 Influenza Vaccinations

As at 14 January both QEHB and HGS had achieved the target with 75% of frontline staff vaccinated. Staff continue to be offered the vaccination as influenza A activity has increased and it is important to ensure effective herd immunity and the continuation of services in the event of widespread infection.

### 3. **Recommendations**

The Board of Directors is requested to:

**Accept** the report on progress made towards achieving performance targets and associated risks and mitigating actions.

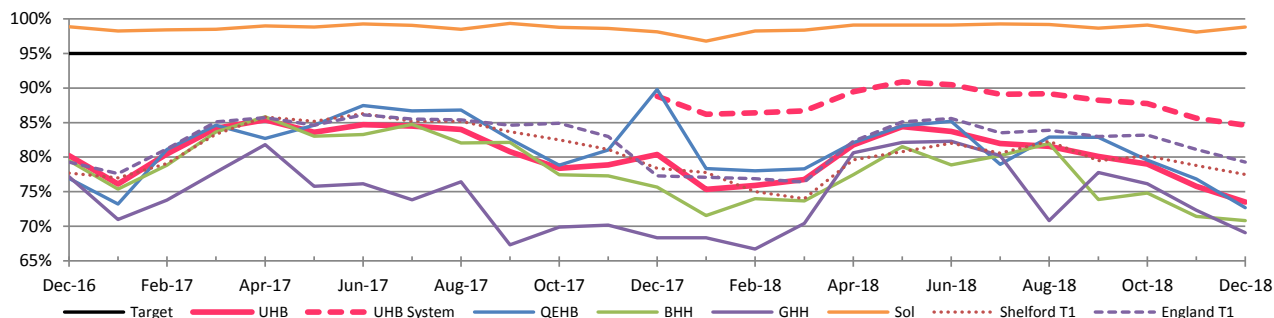
# Performance Report

Lawrence Tallon  
Director of Strategy, Planning and  
Performance

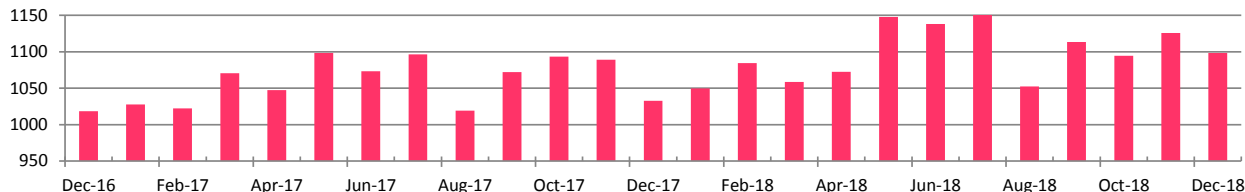
# Material exceptions to report

A&E 4 Hour Waits								Latest Period:		Internal Type 1 & 3			73.5%
Responsible Directors: Chief Operating Officer (QEHB) and Chief Operating Officer (HGS)								System Type 1, 3 & 5			84.6%		
								Single Oversight Framework			Target:		95%
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
QEHB T1	78.4%	78.0%	78.3%	82.1%	84.5%	85.2%	79.0%	82.9%	82.9%	79.6%	76.9%	72.7%	80.6%
BHH T1	71.5%	74.0%	73.7%	77.5%	81.5%	78.9%	80.2%	82.0%	73.9%	74.8%	71.4%	70.8%	76.8%
GHH T1	68.4%	66.7%	70.4%	80.6%	82.1%	82.3%	80.2%	70.8%	77.8%	76.2%	72.3%	69.1%	76.9%
Solihull T3	96.8%	98.3%	98.4%	99.1%	99.1%	99.1%	99.3%	99.2%	98.7%	99.1%	98.1%	98.8%	98.9%
<b>UHB T1 &amp; T3</b>	<b>75.3%</b>	<b>75.9%</b>	<b>76.8%</b>	<b>81.8%</b>	<b>84.4%</b>	<b>83.7%</b>	<b>82.0%</b>	<b>81.6%</b>	<b>80.1%</b>	<b>79.0%</b>	<b>75.8%</b>	<b>73.5%</b>	<b>80.2%</b>

A&E 4 Hour Wait Performance



Daily Average Attendances

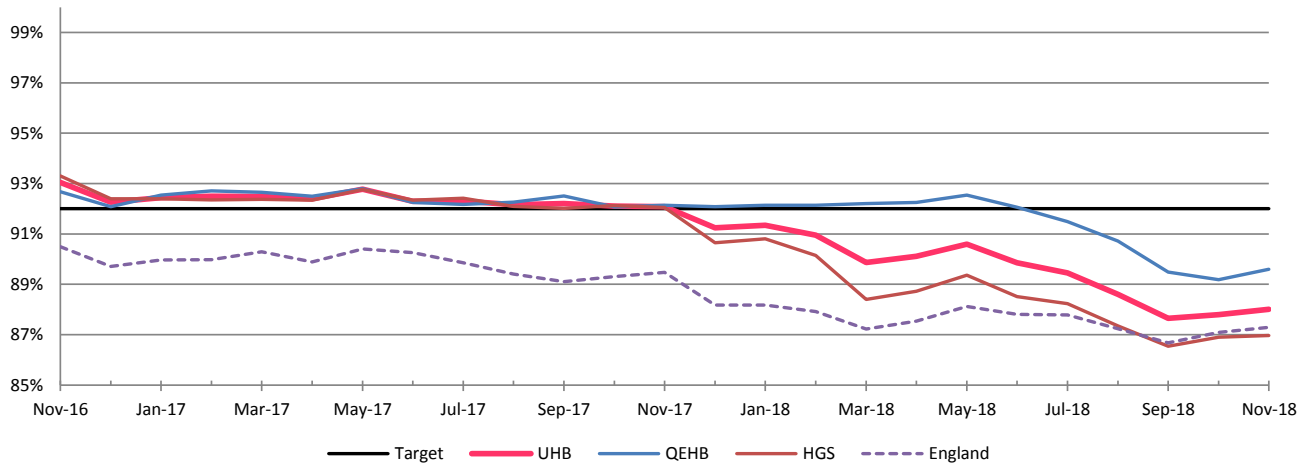


- Overall Trust performance fell 2.3pp to 73.5%. System performance deteriorated 1.0pp to 84.6%
- Overall attendances are 6.3% higher than December 2017 (when performance was 80.4%).
- Attendances at Heartlands were 8.2% higher than December 2017, QEHB attendances were 6.6% higher and Good Hope 5.5% higher.
- December saw a record number of ambulance arrivals with QEHB having 121.4 per day, an increase of 3.7% on November which was itself a record. Across HGS there were 8,192 arrivals, a 4% increase on November and a 7% increase on December 2017 (approximately an additional 16 per day).
- All EDs experienced sustained pressure towards end of December with QEHB and HGS performance deteriorating significantly towards the end of December.



RTT Incomplete Pathways										Latest Period:		88.0%	
Responsible Directors: Chief Operating Officer (QEHB) and Chief Operating Officer (HGS)							Single Oversight Framework			Target:		92%	
	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	YTD
QEHB	92.1%	92.1%	92.1%	92.2%	92.3%	92.5%	92.1%	91.5%	90.7%	89.5%	89.2%	89.6%	90.9%
HGS	90.6%	90.8%	90.2%	88.4%	88.7%	89.4%	88.5%	88.2%	87.3%	86.5%	86.9%	87.0%	87.8%
UHB	91.2%	91.3%	90.9%	89.9%	90.1%	90.6%	89.9%	89.5%	88.6%	87.6%	87.8%	88.0%	89.0%

RTT Incomplete Pathway Performance



Latest Month's RTT Incomplete Pathway Performance - Treatment Functions Below Target Overall

	Cardiology	CT Surg	ENT	Gen Surg	Gynaecology	Neurology	Neurosurg	Ophth'ology	Other	T&O	Urology
QEHB	86.9%	94.1%	86.6%	89.2%	-	80.5%	75.1%	90.8%	92.9%	96.3%	86.3%
HGS	96.1%	82.2%	83.5%	93.2%	85.6%	78.6%	-	83.2%	84.9%	79.6%	81.6%
UHB	91.9%	83.0%	84.7%	91.5%	85.6%	79.8%	75.1%	85.9%	88.7%	81.8%	83.1%

- Trust incomplete RTT performance slightly improved by 0.2pp to 88.0%.
- QEHB performance improved by 0.4pp to 89.6%.
- HGS improved by 0.1pp to 87.0%.
- Plans continue to be implemented to deliver additional inpatient and outpatient activity.
- Due to patient choice, one Neurology patient continues to breach 52 weeks. This breach will continue until their TCI date on 29 January 2019.

# RTT Waiting List Size

Latest Period:

**87,453**

Responsible Directors: Chief Operating Officer (QEHB) and Chief Operating Officer (HGS)

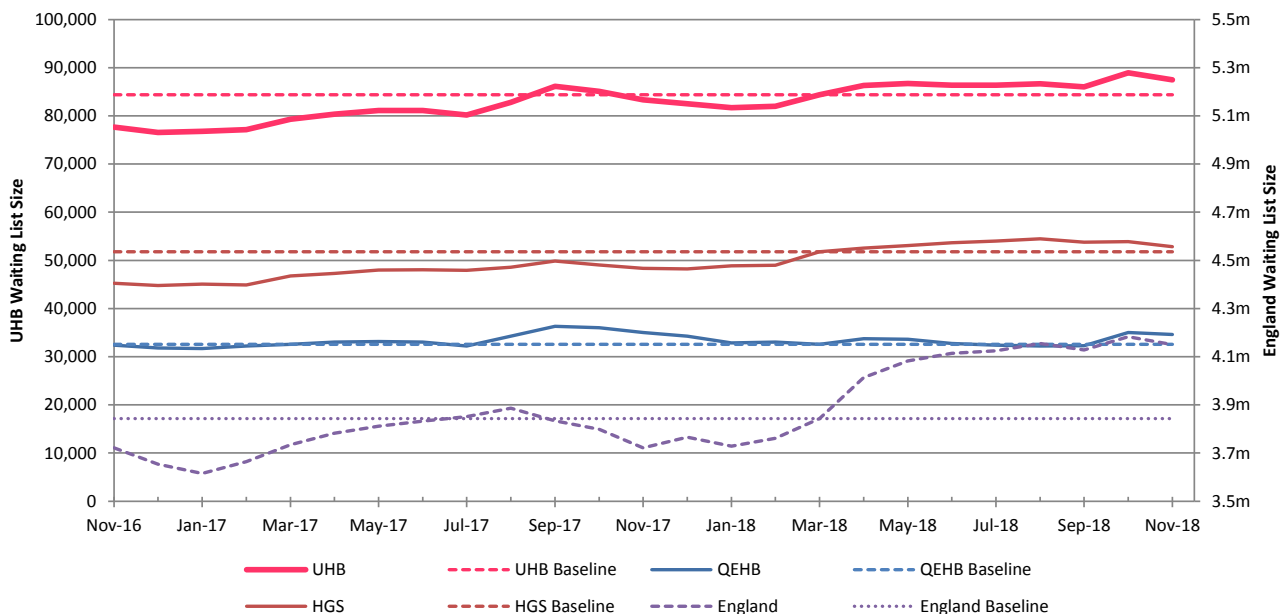
Planning Guidance

Target:

≤ 84,397

	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Change
QEHB	34,289	32,837	33,025	34,902	35,933	36,054	35,453	35,233	35,683	36,817	35,021	34,611	-291
HGS	48,252	48,860	48,985	51,791	52,533	53,086	53,664	53,997	54,455	53,763	53,918	52,842	+1,051
<b>UHB</b>	<b>82,541</b>	<b>81,697</b>	<b>82,010</b>	<b>86,693</b>	<b>88,466</b>	<b>89,140</b>	<b>89,117</b>	<b>89,230</b>	<b>90,138</b>	<b>90,580</b>	<b>88,939</b>	<b>87,453</b>	<b>+760</b>

RTT - Waiting List Size

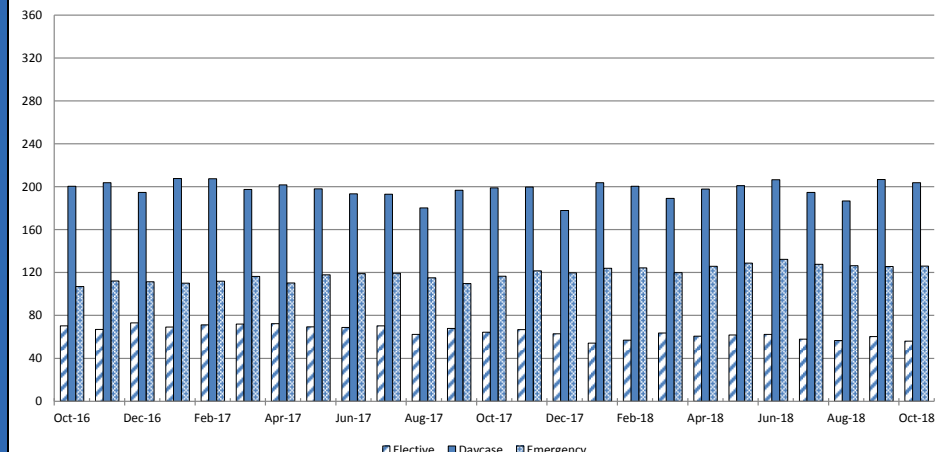


- RTT waiting list size in November improved across all sites.
- QEHB performance has improved and is now below the March 18 baseline, whilst HGS is above the baseline by 1,051.
- The overall Trust total is 0.9% above baseline.
- Nationally waiting list fell by approximately 32,000 to 4.15m which is 8.0% above baseline.

## Activity - QEHB - Daycases & Electives per Working Day, Emergencies per Day

	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Latest
Daycases	178	204	200	189	198	201	207	195	187	207	204	211	211
Elective	63	54	57	64	61	62	62	58	57	60	56	61	61
Emergency	120	124	124	120	126	129	132	128	126	126	126	129	129

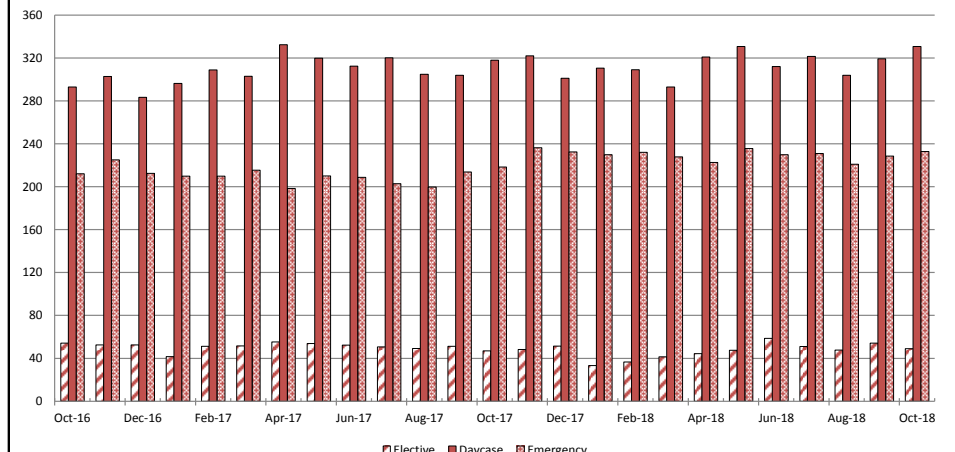
Activity



## Activity - HGS - Daycases & Electives per Working Day, Emergencies per Day

	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Latest
Daycases	301	311	309	293	321	331	312	321	304	319	331	330	330
Elective	51	33	37	42	45	48	59	51	48	54	49	51	51
Emergency	233	230	232	228	223	236	230	231	221	229	233	247	247

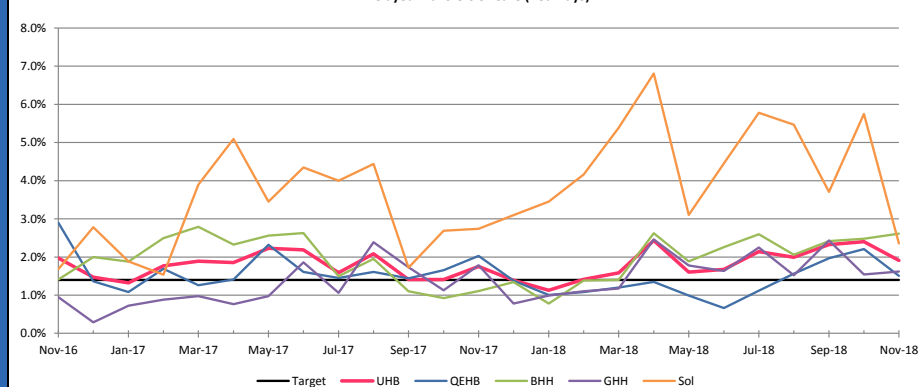
Activity



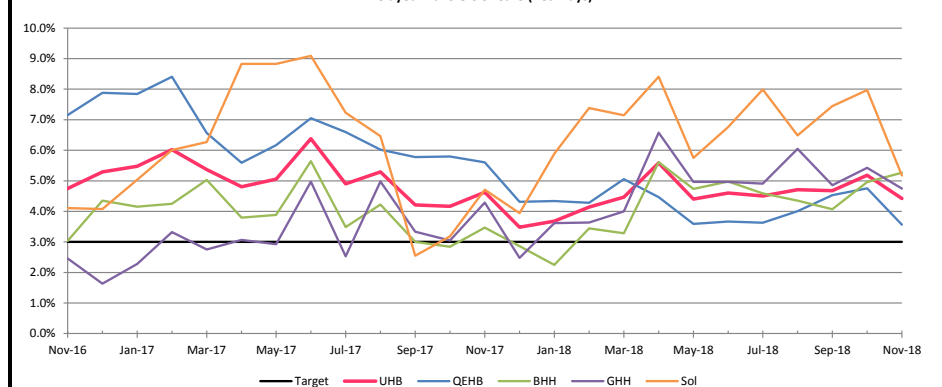
- Elective activity at QEHB rose in November by 4.5%. Elective activity per working day increased by 9.2%. Daycases fell by 1.1% although cases per working day increased by 3.4%.
- HGS saw total elective activity fall by 0.7% although per working day there was an increase of 3.8%. Daycases fell by 4.5% and per working day fell by 0.2%.
- Daily emergency activity increased by 2.0% at QEHB and by 6.0% at HGS.

Delayed Transfers of Care (NHS & Joint)														Latest Period:		1.9%		Delayed Transfers of Care (All)														Latest Period:		4.4%	
Responsible Directors: Chief Operating Officer (QEHB) and Chief Operating Officer (HGS)														Target:		1.4%		Responsible Directors: Chief Operating Officer (QEHB) and Chief Operating Officer (HGS)														Target:		3.0%	
	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	YTD		Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	YTD								
QEHB	1.4%	1.0%	1.1%	1.2%	1.3%	1.0%	0.7%	1.1%	1.6%	2.0%	2.2%	1.5%	1.4%	QEHB	4.3%	4.3%	4.3%	5.1%	4.5%	3.6%	3.7%	3.6%	4.0%	4.5%	4.8%	3.6%	4.0%								
BHH	1.3%	0.8%	1.4%	1.4%	2.6%	1.9%	2.3%	2.6%	2.1%	2.4%	2.5%	2.6%	2.4%	BHH	2.9%	2.2%	3.4%	3.3%	5.6%	4.7%	5.0%	4.6%	4.4%	4.1%	5.0%	5.3%	4.8%								
GHH	0.8%	1.0%	1.1%	1.2%	2.5%	1.8%	1.6%	2.3%	1.5%	2.4%	1.5%	1.6%	1.9%	GHH	2.5%	3.6%	3.6%	4.0%	6.6%	5.0%	5.0%	4.9%	6.0%	4.9%	5.4%	4.7%	5.3%								
Solihull	3.1%	3.5%	4.2%	5.4%	6.8%	3.1%	4.5%	5.8%	5.5%	3.7%	5.7%	2.4%	4.7%	Solihull	3.9%	5.9%	7.4%	7.1%	8.4%	5.8%	6.8%	8.0%	6.5%	7.4%	8.0%	5.2%	7.0%								
UHB	1.4%	1.1%	1.4%	1.6%	2.4%	1.6%	1.7%	2.1%	2.0%	2.3%	2.4%	1.9%	2.1%	UHB	3.5%	3.7%	4.1%	4.5%	5.6%	4.4%	4.6%	4.5%	4.7%	5.2%	4.4%	4.8%									

Delayed Transfers of Care (Bed Days)



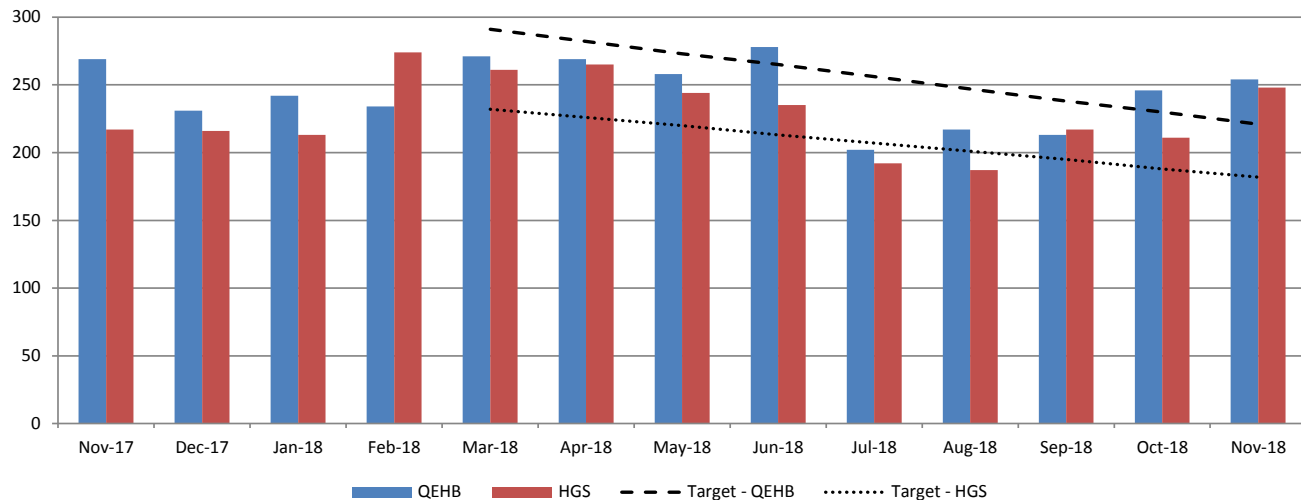
Delayed Transfers of Care (Bed Days)



- The percentage of NHS & Joint delays improved to 1.9% in November. This was mainly due to a reduction in NHS and Joint delays at QEHB and Solihull.
- Solihull had a significant reduction in health related delayed transfer of care from 420 days in October to 242 days in November. In Solihull, the Trust is working with the CCG and Local Authority on a number of initiatives under the banner of SupportUHome programme which focuses in part on effective discharge planning and joint working to reduce delays for patients being discharged from hospital and that require further care.
- The total percentage delay improved to 4.4%, due to a reduction in delayed transfer of care across all sites except for Heartlands. The Heartlands position deteriorated by 0.3pp to 5.3%.

Occupied beds of all discharged adult patients in hospital for 21+ days									Latest Period:		QEHB		254	
Responsible Directors: Chief Operating Officer (QEHB) & Chief Operating Officer (HGS)									Target:		QEHB: 212		HGS: 176 by Dec 2018	
	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Latest	
QEHB	231	242	234	271	269	258	278	202	217	213	246	254	254	
BHH	122	97	126	112	124	128	120	102	94	104	97	133	133	
GHH	70	83	99	92	89	79	94	71	72	83	87	92	92	
Solihull	24	33	49	57	52	37	21	39	21	30	27	23	23	
HGS	216	213	274	261	265	244	235	212	187	217	211	248	248	
<b>UHB</b>	<b>447</b>	<b>455</b>	<b>508</b>	<b>532</b>	<b>534</b>	<b>502</b>	<b>513</b>	<b>414</b>	<b>404</b>	<b>430</b>	<b>457</b>	<b>502</b>	<b>502</b>	

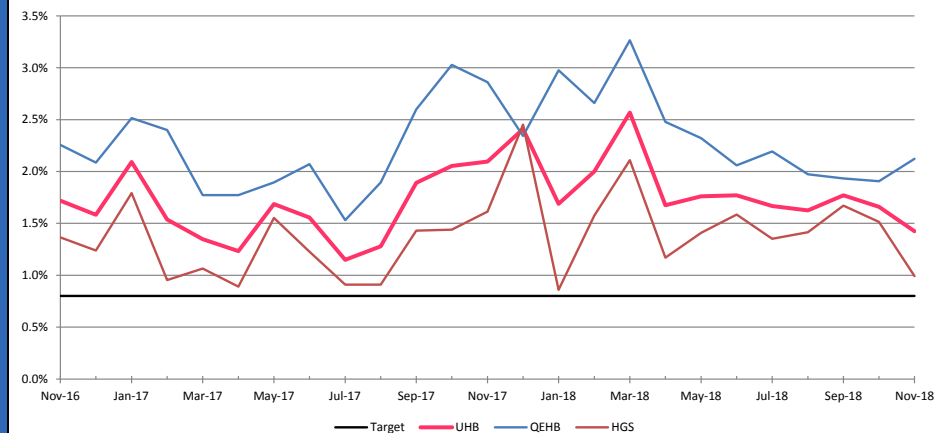
Occupied beds of all discharged adult patients in hospital for 21+ days



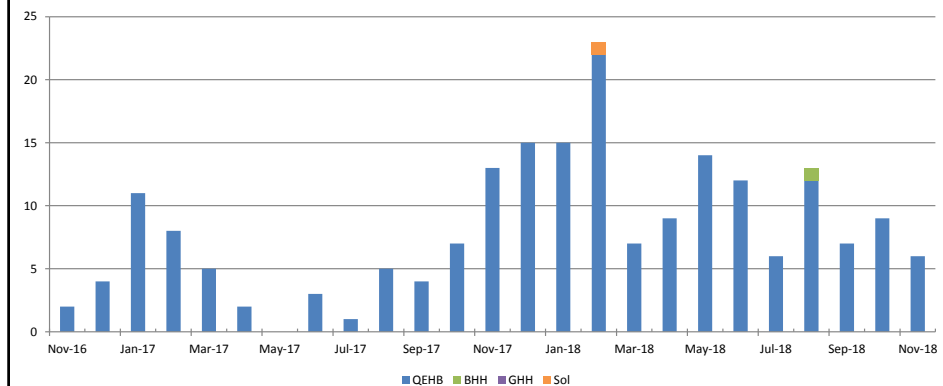
- NHSI has set the Trust a target to reduce the number of patients with a length of stay of 21 days or more to 388 by December 2018.
- Although the Trust overall has made some progress towards achieving the target, it still remains a challenge to achieve the required bed reduction.
- Nationally the bed reduction achieved by Trusts as of November 18 is 1,739 out of an overall total of 4,886 beds required by December 18.

Operations Cancelled on the Day of Surgery													Latest Period:		1.4%	Cancelled Operations Not Rebooked Within 28 days													Latest Period:		6
Responsible Directors: Chief Operating Officer (QEHB) and Chief Operating Officer (HGS)													Target:		0.8%	Responsible Directors: Chief Operating Officer (QEHB) and Chief Operating Officer (HGS)													Target:		0
	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	YTD		Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	YTD				
QEHB	2.3%	3.0%	2.7%	3.3%	2.5%	2.3%	2.1%	2.2%	2.0%	1.9%	1.9%	2.1%	2.1%	QEHB	15	15	22	7	9	14	12	6	12	7	9	6	75				
HGS	2.5%	0.9%	1.6%	2.1%	1.2%	1.4%	1.6%	1.4%	1.4%	1.7%	1.5%	1.0%	1.4%	BHH	0	0	0	0	0	0	0	0	1	0	0	0	1				
UHB	2.4%	1.7%	2.0%	2.6%	1.7%	1.8%	1.8%	1.7%	1.6%	1.8%	1.7%	1.4%	1.7%	GHH	0	0	0	0	0	0	0	0	0	0	0	0	0				
													Sol	0	0	1	0	0	0	0	0	0	0	0	0	0	0				
													UHB	15	15	23	7	9	14	12	6	13	7	9	6	76					

Operations Cancelled on the Day of Surgery



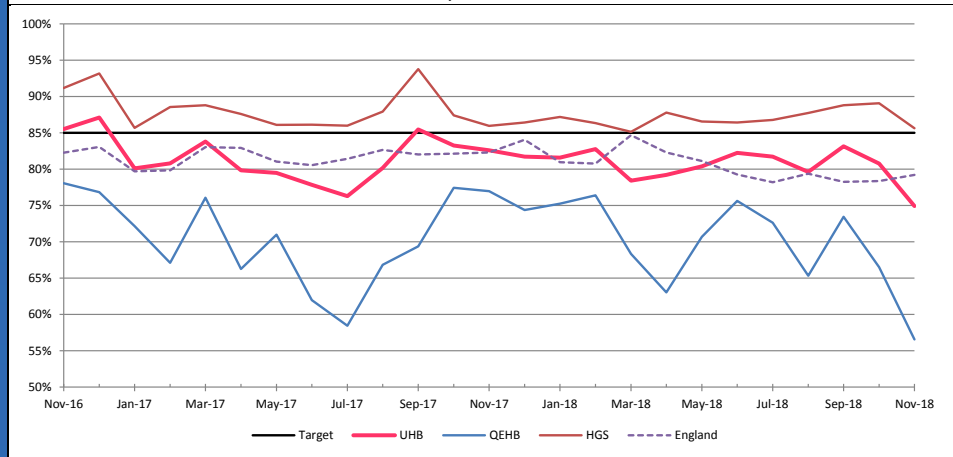
Operations Cancelled on the Day of Surgery Not Rebooked within 28 days



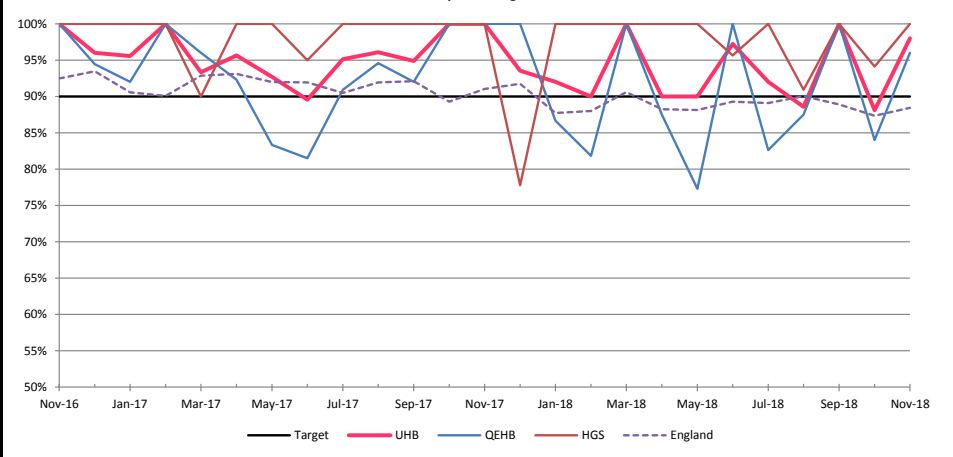
- There were 125 operations cancelled on the day of surgery at QEHB and 94 at HGS in November.
- There were 6 breaches of the 28 day guarantee at QEHB.
- 3 of the patients cancelled were in Liver Surgery. The service had a phased increase in theatre capacity from last month which is aimed at reducing the number of operations cancelled.
- Cardiac surgery, Colorectal surgery, and Urology each had a 28 day breach in November.

Cancer - 62 Day GP Referrals											Latest Period:		Cancer - 62 Day Screening											Latest Period:			
Responsible Directors: Chief Operating Officer (QEHB) and Chief Operating Officer (HGS)											Single Oversight Framework		Target:	Responsible Directors: Chief Operating Officer (QEHB) and Chief Operating Officer (HGS)											Single Oversight Framework		Target:
													85%														90%
	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	YTD		Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	YTD
QEHB	74.4%	75.2%	76.4%	68.3%	63.0%	70.7%	75.6%	72.6%	65.3%	73.4%	66.5%	56.5%	68.4%	QEHB	100%	86.7%	81.8%	100%	87.5%	77.3%	100%	82.6%	87.5%	100%	84.0%	96.0%	88.7%
HGS	86.4%	87.2%	86.3%	85.1%	87.8%	86.5%	86.4%	86.8%	87.7%	88.8%	89.1%	85.6%	87.3%	HGS	77.8%	100%	100%	100%	100%	100%	95.7%	100%	90.9%	100%	94.1%	100%	98.1%
UHB	81.7%	81.6%	82.8%	78.4%	79.2%	80.4%	82.2%	81.7%	79.6%	83.1%	80.7%	74.9%	80.3%	UHB	93.5%	92.0%	90.0%	100%	90.0%	90.0%	97.2%	92.0%	88.6%	100%	88.1%	98.0%	93.2%

Cancer - 62 Day GP Referral Performance



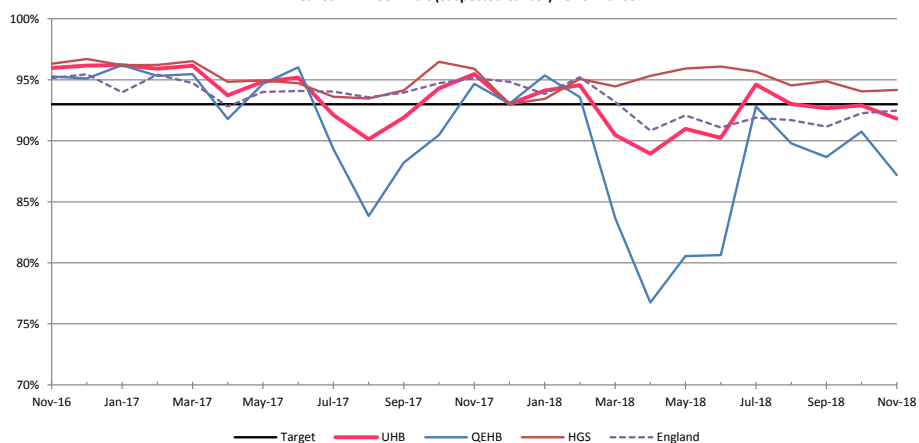
Cancer - 62 Day Screening Performance



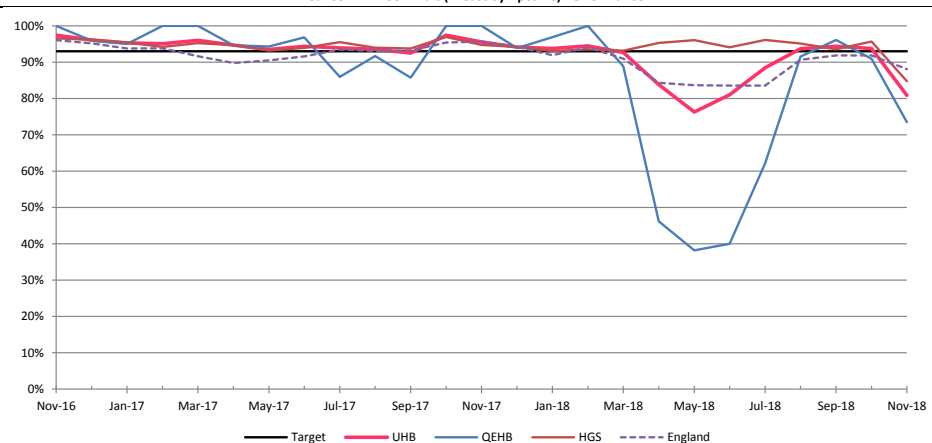
- Trust performance for GP referrals deteriorated by 5.8pp to 74.9%. Nationally reported figures are higher for HGS at 88.2% due to the national system not accurately linking multiple records particularly for tertiary patients.
- QEHB deteriorated by 10.0pp to 56.5% in comparison to October's performance whilst HGS remained above target at 88.2%.
- Overall screening performance for the Trust improved by 9.9pp to 98.0%.

Cancer - 2 Week Wait (Suspected Cancer)													Latest Period:		Cancer - 2 Week Wait (Breast Symptoms)													Latest Period:					
Responsible Directors: Chief Operating Officer (QEHB) and Chief Operating Officer (HGS)													Cancer Access		Target:		Responsible Directors: Chief Operating Officer (QEHB) and Chief Operating Officer (HGS)													Cancer Access		Target:	
													93%															93%					
	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	YTD		Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	YTD						
QEHB	93.0%	95.4%	93.6%	83.7%	76.7%	80.6%	80.6%	92.8%	89.8%	88.7%	90.8%	87.2%	86.0%	QEHB	93.9%	96.9%	100%	88.9%	46.2%	38.2%	40.0%	62.2%	91.5%	96.1%	90.9%	73.5%	71.2%						
HGS	93.0%	93.4%	95.1%	94.5%	95.3%	95.9%	96.1%	95.7%	94.5%	94.9%	94.1%	94.2%	95.1%	HGS	94.2%	93.1%	93.6%	93.1%	95.3%	96.0%	94.1%	96.1%	95.1%	93.5%	95.7%	84.8%	93.5%						
UHB	93.0%	94.1%	94.6%	90.5%	89.0%	91.0%	90.2%	94.6%	93.0%	92.7%	92.9%	91.8%	91.9%	UHB	94.2%	93.8%	94.5%	92.7%	83.8%	76.2%	81.0%	88.4%	93.7%	94.4%	93.8%	80.9%	86.4%						

Cancer - 2 Week Wait (Suspected Cancer) Performance



Cancer - 2 Week Wait (Breast Symptoms) Performance



- The two week wait cancer indicators were both below target.
- Overall performance for the two week wait (Breast Symptoms) deteriorated by 12.9pp to 80.9%. The decline in HGS performance is due to capacity issues with radiology support for the service. This will continue to impact performance until January 2019. QEHB performance deteriorated 17.4pp to 73.5%.
- Suspected cancer performance deteriorated by 1.1pp to 91.8% compared October.



# Dementia Finding, Assessment and Referral

Latest Period:

Find	88.5%
Assess	93.5%
Refer	100%
Target:	90%

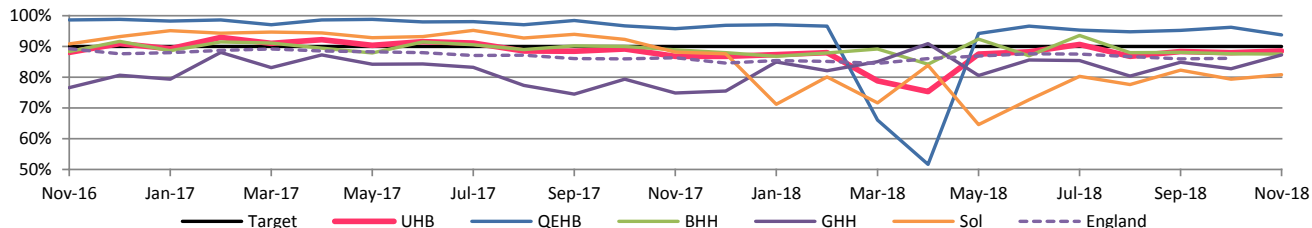
Responsible Director: Interim Medical Director

Single Oversight Framework

	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	YTD
QEHB - Find	96.8%	97.0%	96.6%	66.0%	51.6%	94.2%	96.6%	95.3%	94.7%	95.2%	96.2%	93.7%	90.1%
BHH - Find	88.0%	86.8%	87.8%	89.1%	84.2%	92.4%	86.9%	93.6%	88.0%	88.0%	87.6%	87.5%	88.5%
GHH - Find	75.5%	84.9%	82.0%	85.0%	90.9%	80.5%	85.5%	85.4%	80.3%	84.8%	82.7%	87.2%	84.7%
Solihull - Find	87.6%	71.2%	80.1%	71.6%	83.8%	64.5%	72.6%	80.2%	77.6%	82.3%	79.3%	80.8%	78.3%
<b>UHB - Find</b>	86.8%	87.3%	88.0%	78.8%	75.3%	87.5%	88.3%	90.6%	86.7%	88.3%	88.0%	88.5%	86.7%
QEHB - Assess	97.6%	100%	100%	95.0%	100%	100%	97.4%	97.1%	100%	97.0%	100%	100%	98.8%
BHH - Assess	96.4%	78.3%	87.1%	69.2%	100%	86.4%	95.2%	88.5%	78.6%	85.7%	78.8%	100%	87.9%
GHH - Assess	100%	100%	95.0%	100%	96.2%	100%	88.5%	96.0%	100%	84.4%	100%	90.0%	93.7%
Sol - Assess	64.3%	83.3%	100%	90.0%	80.0%	62.5%	90.9%	100%	100%	90.9%	100%	75.0%	84.8%
<b>UHB - Assess</b>	94.0%	92.9%	95.2%	88.8%	96.4%	92.8%	93.8%	94.4%	93.0%	89.2%	93.2%	93.5%	93.2%
QEHB- Refer	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
BHH - Refer	100%	100%	100%	-	100%	-	-	100%	100%	100%	100%	100%	100%
GHH - Refer	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Sol - Refer	100%	100%	100%	100%	-	-	100%	100%	100%	100%	100%	100%	100%
<b>UHB - Refer</b>	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

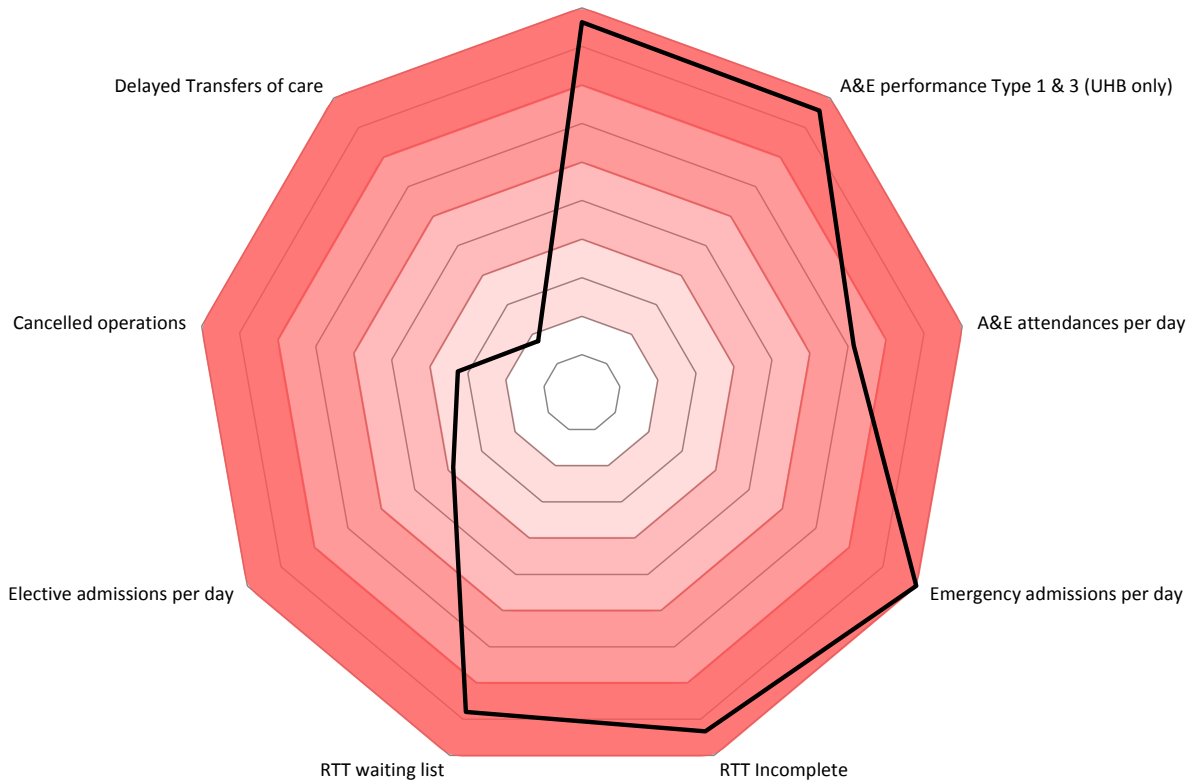
- Performance for the “Find” element continues to be below target at 88.5%.
- QEHB was the only site on target at 93.7%
- Good Hope and Solihull performance improved whilst performance fell at Heartlands.
- Heartlands deteriorated by 0.1% to 87.5%.
- Good Hope and Solihull performance improved by 4.5% to 87.2% and by 1.5% to 80.8% respectively, in comparison to October.

Dementia Finding Performance

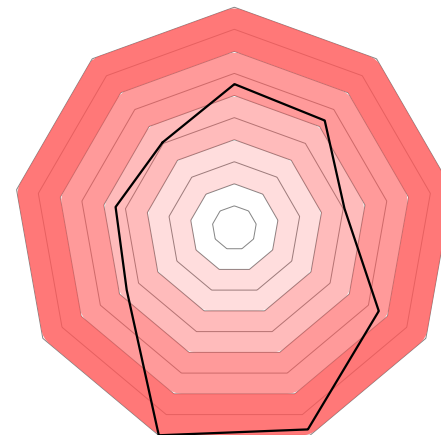


# Pressure Chart - November 2018

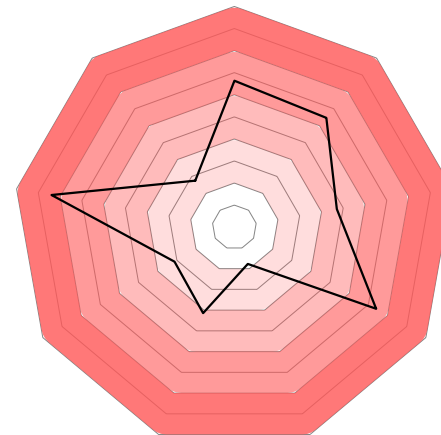
A&E performance Type 1 (UHB only)



Pressure Chart - October 2018



Pressure Chart - November 2017



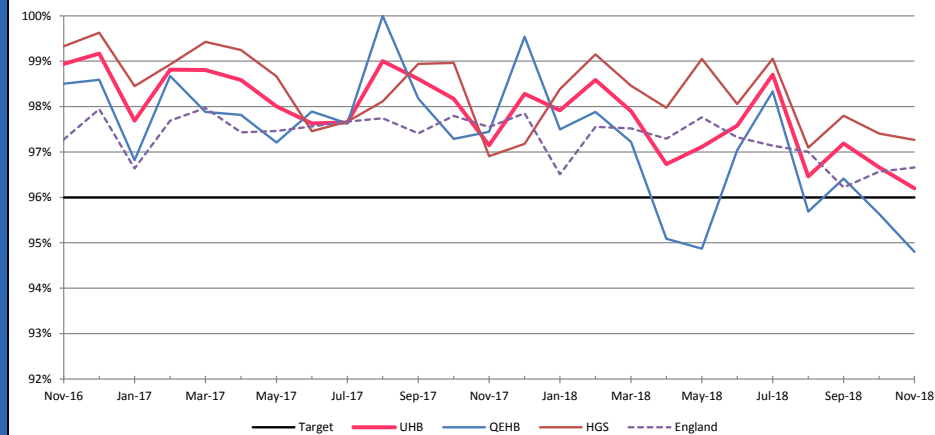
# Flu Vaccinations

- 75% CQUIN target has been achieved for both QEHB and HGS.
- As at 13 January QEHB had achieved 75.1%.
- HGS was at 75.9%.
- Influenza A activity has increased.
- Staff vaccinations continue to ensure effective herd immunity and service continuity.

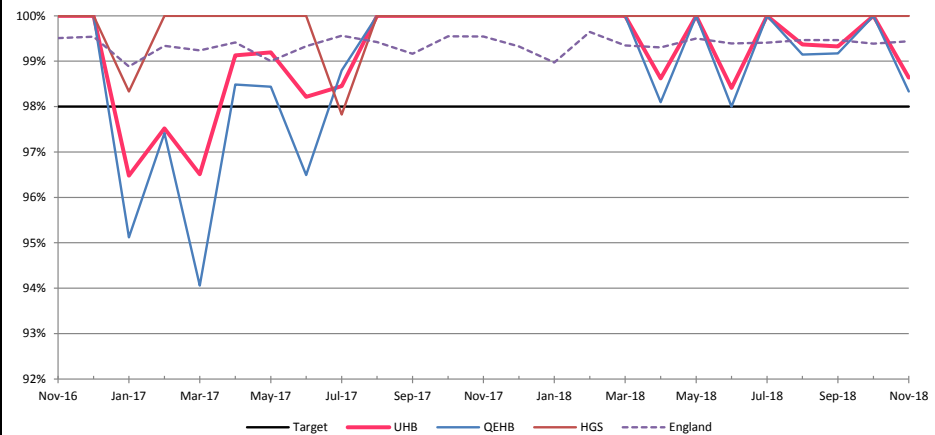
# Other targets and indicators for information

Cancer - 31 Day First Treatment												Latest Period:		Cancer - 31 Day Subsequent Treatment (Chemotherapy)												Latest Period:					
Responsible Directors: Chief Operating Officer (QEHB) and Chief Operating Officer (HGS)												Cancer Access		Target:		Responsible Directors: Chief Operating Officer (QEHB) and Chief Operating Officer (HGS)												Cancer Access		Target:	
												96%														98%					
	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	YTD		Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	YTD				
QEHB	99.5%	97.5%	97.9%	97.2%	95.1%	94.9%	97.0%	98.3%	95.7%	96.4%	95.6%	94.8%	96.0%	QEHB	100%	100%	100%	100%	98.1%	100%	98.0%	100%	99.1%	99.2%	100%	98.3%	99.1%				
HGS	97.2%	98.4%	99.2%	98.5%	98.0%	99.1%	98.1%	99.1%	97.1%	97.8%	97.4%	97.3%	98.0%	HGS	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%				
UHB	98.3%	97.9%	98.6%	97.9%	96.7%	97.1%	97.6%	98.7%	96.5%	97.2%	96.7%	96.2%	97.1%	UHB	100%	100%	100%	100%	98.6%	100%	98.4%	100%	99.4%	99.3%	100%	98.6%	99.3%				

Cancer - 31 Day First Treatment Performance



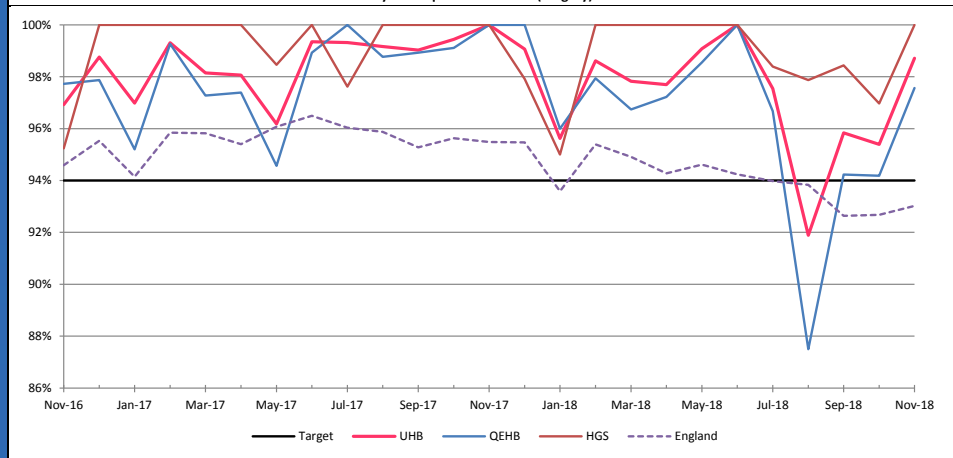
Cancer - 31 day Subsequent Treatment (Chemotherapy) Performance



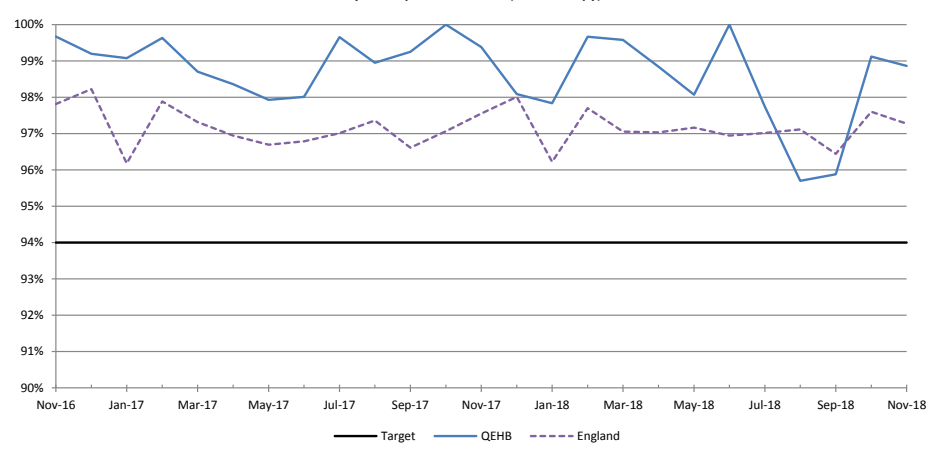
- 31 day first treatment target deteriorated by 0.5pp to 96.2%.
- QEHB and HGS first treatment performance fell to 94.8% and 97.3%, respectively.
- 31 day subsequent chemotherapy performance continues to be above the 98% target at 98.6%.

Cancer - 31 Day Subsequent Treatment (Surgery)												Latest Period:		Cancer - 31 Day Subsequent Treatment (Radiotherapy)												Latest Period:		
Responsible Directors: Chief Operating Officer (QEHB) and Chief Operating Officer (HGS)						Cancer Access			Target:			94%		Responsible Directors: Chief Operating Officer (QEHB) and Chief Operating Officer (HGS)						Cancer Access			Target:			94%		
	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	YTD		Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	YTD	
QEHB	100%	96.0%	97.9%	96.7%	97.2%	98.6%	100%	96.7%	87.5%	94.2%	94.2%	97.6%	95.8%	QEHB	98.1%	97.8%	99.7%	99.6%	98.8%	98.1%	100%	97.7%	95.7%	95.9%	99.1%	98.9%	98.1%	
HGS	97.9%	95.0%	100%	100%	100%	100%	100%	98.4%	97.9%	98.4%	97.0%	100%	98.8%	HGS	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
UHB	99.1%	95.6%	98.6%	97.8%	97.7%	99.1%	100%	97.5%	91.9%	95.8%	95.4%	98.7%	97.0%	UHB	98.1%	97.8%	99.7%	99.6%	98.8%	98.1%	100%	97.7%	95.7%	95.9%	99.1%	98.9%	98.1%	

Cancer - 31 day Subsequent Treatment (Surgery) Performance



Cancer - 31 day Subsequent Treatment (Radiotherapy) Performance



- Subsequent surgery performance for the Trust improved by 3.3pp to 98.7%.
- QEHB improved by 3.4pp to 97.6% and HGS improved by 3.0pp to 100%.
- 31 day subsequent radiotherapy performance was above target at 98.9%.

# 6 Week Diagnostics

Latest Period:

**99.7%**

Responsible Directors: Chief Operating Officer (QEHB) and Chief Operating Officer (HGS)

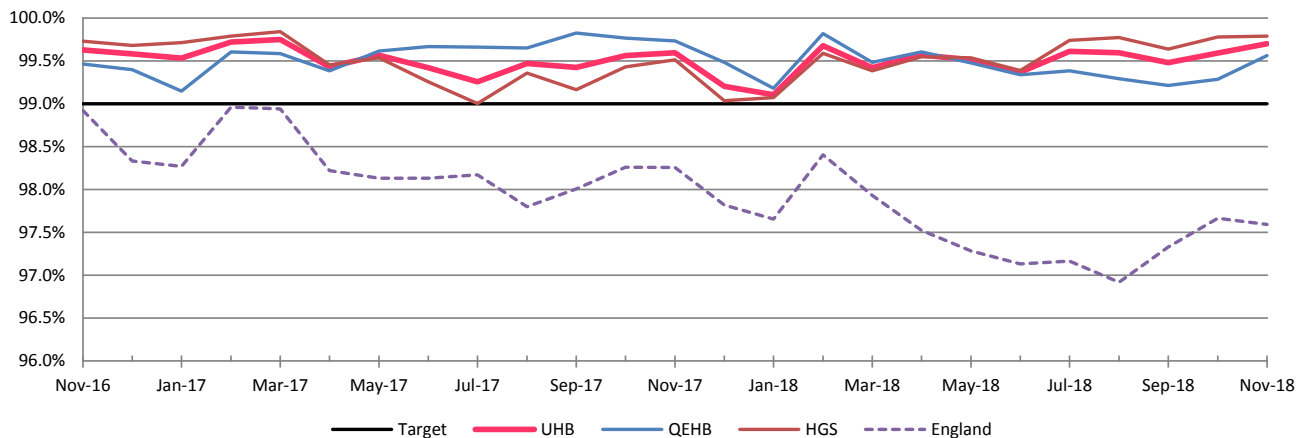
Single Oversight Framework

Target:

**99%**

	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	YTD
QEHB	99.5%	99.2%	99.8%	99.5%	99.6%	99.5%	99.3%	99.4%	99.3%	99.2%	99.3%	99.6%	<b>99.4%</b>
HGS	99.0%	99.1%	99.6%	99.4%	99.5%	99.5%	99.4%	99.7%	99.8%	99.6%	99.8%	99.8%	<b>99.6%</b>
UHB	<b>99.2%</b>	<b>99.1%</b>	<b>99.7%</b>	<b>99.4%</b>	<b>99.6%</b>	<b>99.5%</b>	<b>99.4%</b>	<b>99.6%</b>	<b>99.6%</b>	<b>99.5%</b>	<b>99.6%</b>	<b>99.7%</b>	<b>99.6%</b>

6 Week Diagnostics Performance



Latest Month's 6 Week Diagnostics Performance - Modalities Below Target

	Cystoscopy	Urodynamics
QEHB	100.0%	48.1%
HGS	97.4%	100.0%
UHB	97.9%	64.1%

- Overall Trust performance was relatively static at 99.7%.
- One modality was below target at each site.
- At QEHB Urodynamics was below target whilst Cystoscopy was below target at HGS.

# VTE Screening

Latest Period:

98.4%

Responsible Director: Interim Medical Director

Clinical Quality

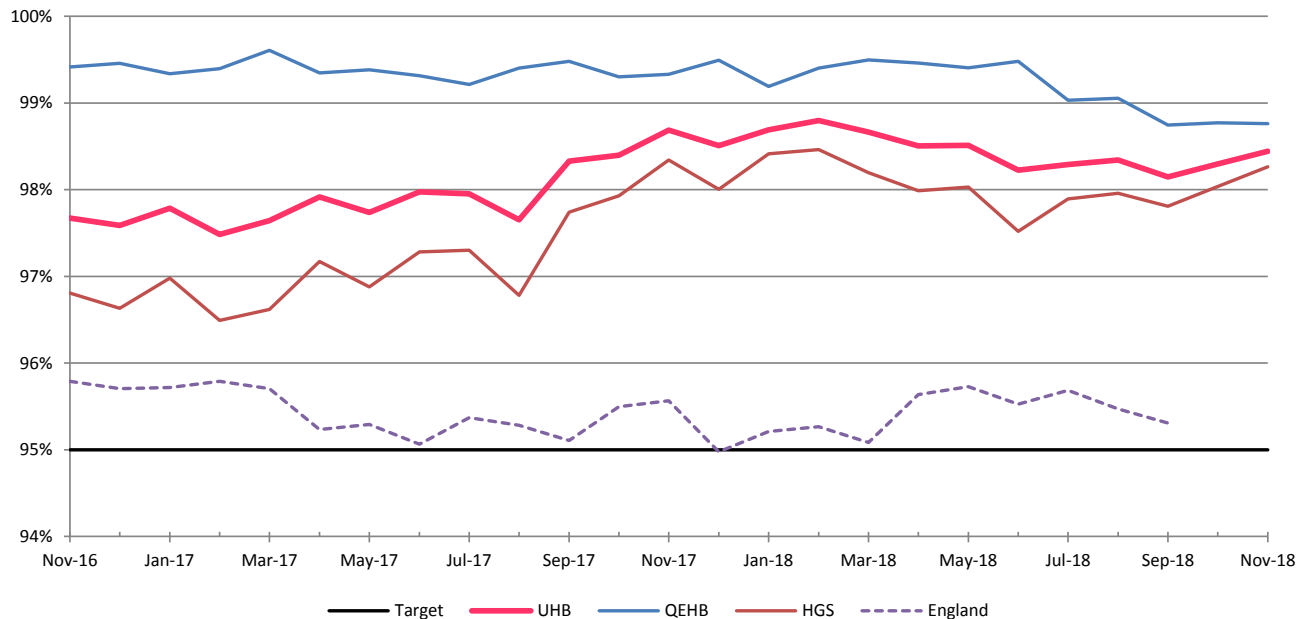
Target:

95%

	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	YTD
QEHB	99.5%	99.2%	99.4%	99.5%	99.5%	99.4%	99.5%	99.0%	99.1%	98.7%	98.8%	98.8%	99.1%
HGS	98.0%	98.4%	98.5%	98.2%	98.0%	98.0%	97.5%	97.9%	98.0%	97.8%	98.0%	98.3%	97.9%
UHB	98.5%	98.7%	98.8%	98.7%	98.5%	98.5%	98.2%	98.3%	98.3%	98.1%	98.3%	98.4%	98.3%

- The Trust continues to achieve the VTE screening measure with performance well above the national average at 98.4% in November.

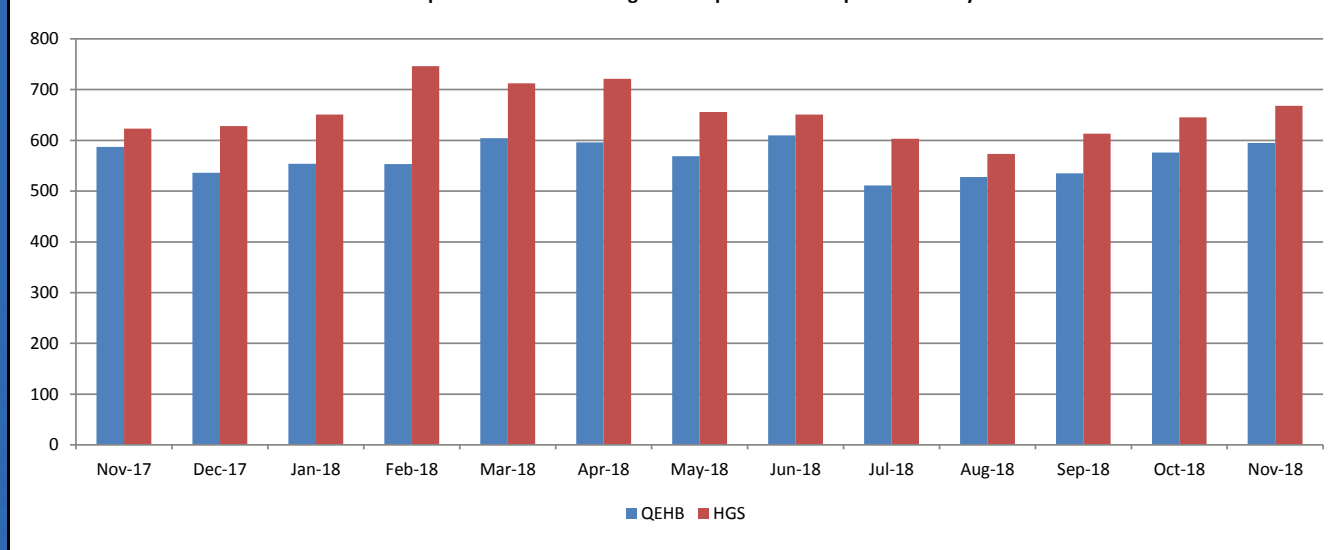
VTE Screening





Occupied beds of all discharged adult patients in hospital for 7+ days									Latest Period:		QEHB	595	
									HGS	668			
Responsible Directors: Chief Operating Officer (QEHB) & Chief Operating Officer (HGS)													
	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Latest
QEHB	536	554	553	604	596	569	610	511	528	535	576	595	<b>595</b>
BHH	317	295	333	310	342	317	320	287	274	297	302	343	<b>343</b>
GHH	228	249	280	268	257	235	253	219	230	232	253	247	<b>247</b>
Solihull	83	107	133	134	122	104	78	97	69	84	90	78	<b>78</b>
HGS	628	651	746	712	721	656	651	603	573	613	645	668	<b>668</b>
<b>UHB</b>	<b>1,164</b>	<b>1,205</b>	<b>1,299</b>	<b>1,316</b>	<b>1,317</b>	<b>1,225</b>	<b>1,261</b>	<b>1,114</b>	<b>1,101</b>	<b>1,148</b>	<b>1,221</b>	<b>1,263</b>	<b>1,263</b>

Occupied beds of all discharged adult patients in hospital for 7+ days



- Overall there has been an increase in the number of beds occupied by patients with a length of stay >7 days.
- QEHB and Heartlands had an increase in the number of occupied beds for discharged patients with a hospital length of stay >7 days.

# Mixed Sex Accommodation

Latest Period:

0

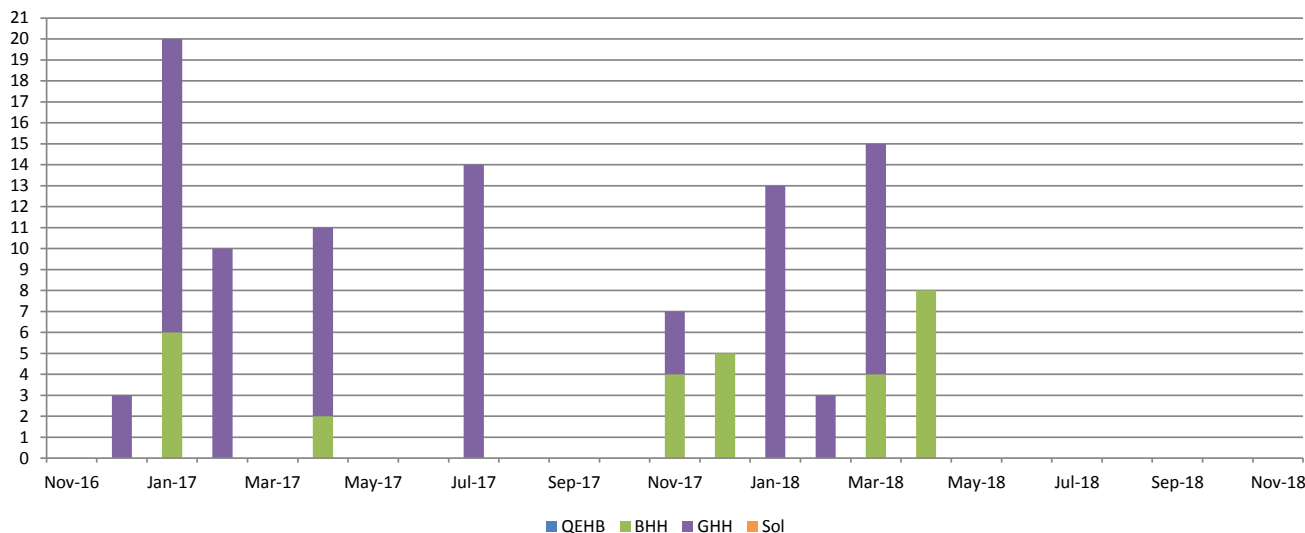
Responsible Director: Executive Chief Nurse

Target:

0

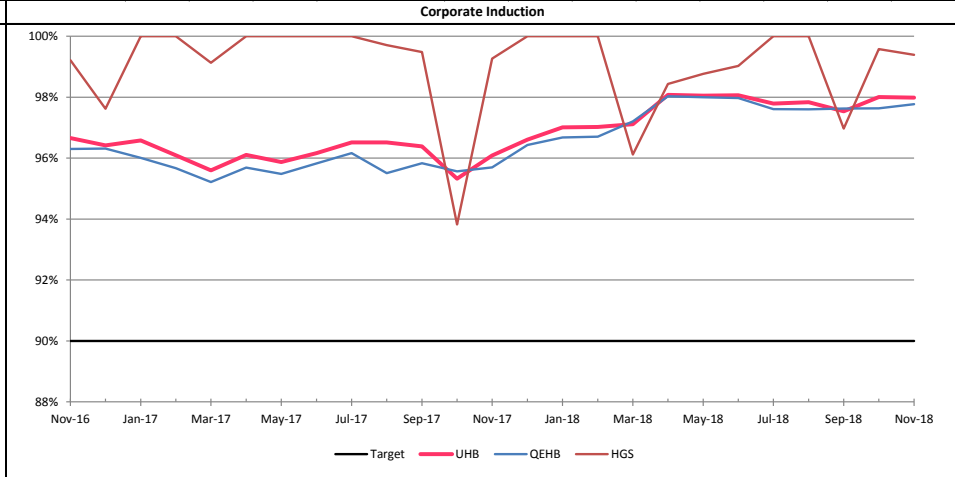
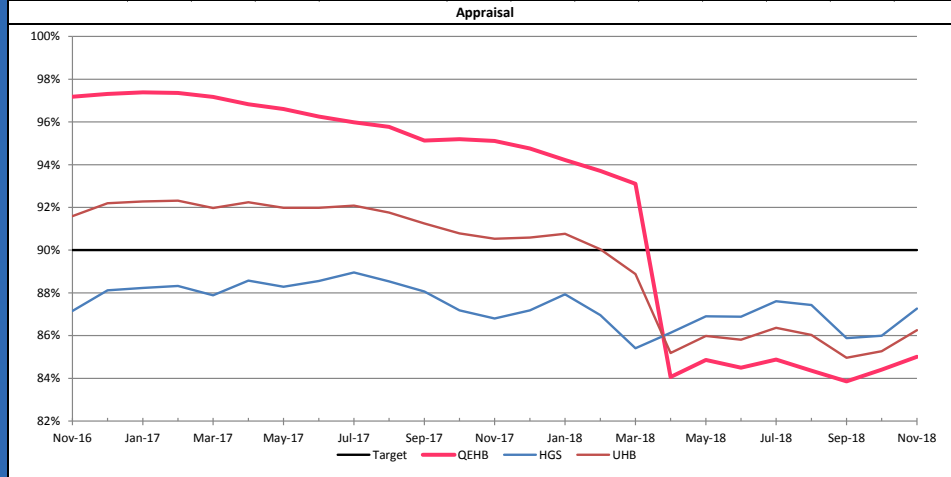
	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	YTD
QEHB	0	0	0	0	0	0	0	0	0	0	0	0	0
BHH	5	0	0	4	8	0	0	0	0	0	0	0	8
GHH	0	13	3	11	0	0	0	0	0	0	0	0	0
Solihull	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>UHB</b>	<b>5</b>	<b>13</b>	<b>3</b>	<b>15</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8</b>

Mixed Sex Accommodation Breaches (Patients Affected)



- There were no reported breaches of mixed sex breach accommodation for the seventh consecutive month.

Appraisal													Latest Period:		86.3%		Corporate Induction													Latest Period:		98.0%	
Responsible Director: Executive Director of Workforce & Innovation										Workforce			Target:		90%		Responsible Director: Executive Director of Workforce & Innovation										Workforce			Target:		90%	
	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Latest		Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Latest						
QEHB	94.8%	94.2%	93.7%	93.1%	84.1%	84.9%	84.5%	84.9%	84.4%	83.9%	84.4%	85.0%	85.0%	QEHB	96.4%	96.7%	96.7%	97.2%	98.0%	98.0%	98.0%	97.6%	97.6%	97.6%	97.6%	97.8%	97.8%						
HGS	87.2%	87.9%	87.0%	85.4%	86.1%	86.9%	86.9%	87.6%	87.4%	85.9%	86.0%	87.3%	87.3%	HGS	100%	100%	100%	96%	98%	99%	99%	100%	100%	97%	100%	99%	99%						
UHB	90.6%	90.8%	90.0%	88.9%	85.2%	86.0%	85.8%	86.4%	86.0%	85.0%	85.3%	86.3%	86.3%	UHB	96.6%	97.0%	97.0%	97.1%	98.1%	98.0%	98.1%	97.8%	97.8%	97.5%	98.0%	98.0%	98.0%						

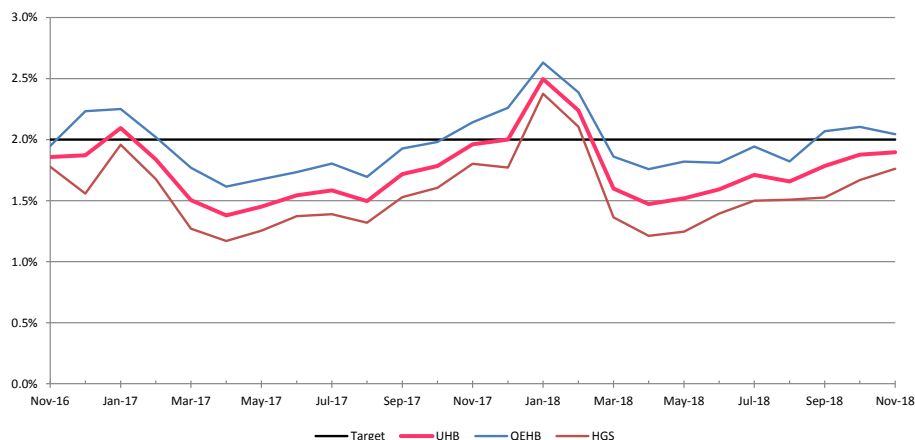


- Overall performance for Appraisals has improved by 1.0pp to 86.3%.
- QEHB improved by 0.6pp to 85.0% whilst HGS improved by 1.3pp to 87.3%.
- Corporate induction completion remains well above target at 98.0%.

## Short-Term Sickness

Responsible Director: Executive Director of Workforce & Innovation											Latest Period:		1.9%
Workforce											Target:		2.0%
	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Latest
QEHB	2.3%	2.6%	2.4%	1.9%	1.8%	1.8%	1.8%	1.9%	1.8%	2.1%	2.1%	2.0%	2.0%
HGS	1.8%	2.4%	2.1%	1.4%	1.2%	1.2%	1.4%	1.5%	1.5%	1.5%	1.7%	1.8%	1.8%
UHB	2.0%	2.5%	2.2%	1.6%	1.5%	1.5%	1.6%	1.7%	1.7%	1.8%	1.9%	1.9%	1.9%

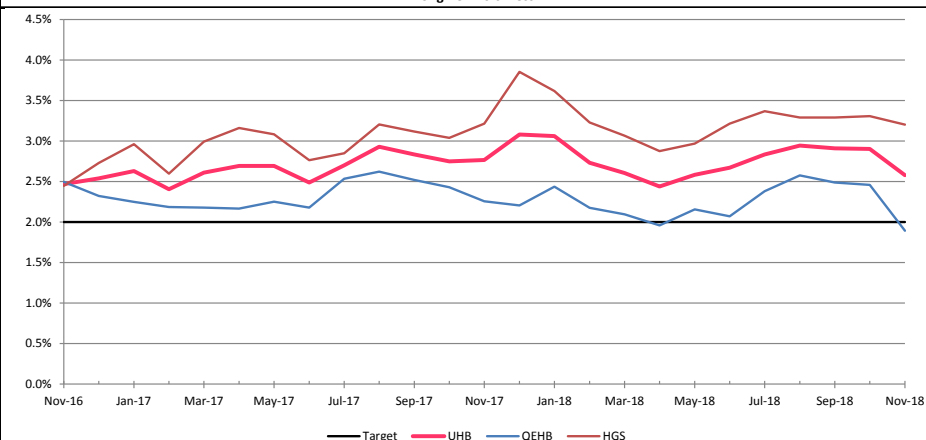
Short-Term Sickness



## Long-Term Sickness

Responsible Director: Executive Director of Workforce & Innovation											Latest Period:		2.6%
Workforce											Target:		2.0%
	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Latest
QEHB	2.2%	2.4%	2.2%	2.1%	2.0%	2.2%	2.1%	2.4%	2.6%	2.5%	2.5%	1.9%	1.9%
HGS	3.9%	3.6%	3.2%	3.1%	2.9%	3.0%	3.2%	3.4%	3.3%	3.3%	3.3%	3.2%	3.2%
UHB	3.1%	3.1%	2.7%	2.6%	2.4%	2.6%	2.7%	2.8%	2.9%	2.9%	2.9%	2.6%	2.6%

Long-Term Sickness



- Short-term sickness remained static at 1.9%.
- Overall long-term sickness improved by 0.3pp to 2.6%. QEHB improved significantly by 0.6pp to 1.9% and recorded its lowest long-term sickness level during 2018/2019.
- A factor is the definition of long term sickness which is greater than 21 days at HGS and 28 days at QEHB. A consultation on an aligned policy is underway.