

Trust Board

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From: Mr Andrew Stevens, Director of Planning & Information
Date: November 2007
Subject: **Service Performance Report to 30 September (6 months)**
For: **Information**

Synopsis

The Trust's performance against emergency access targets recovered after a difficult first 2 months. However recent weeks have been challenging and the Trust's performance to date remains below the 98% performance level for the A&E 4 hour total wait indicator. The Trust's performance remains strong against elective access targets including inpatient, outpatient and diagnostic maximum waits, the cancer targets and the 18 week wait target. In September the Trust achieved its target both for MRSA, and clostridium difficile. There has been a significant improvement in cancellations. However, other quality and capacity and productivity targets are the focus of further management attention. In October the Annual Health Check of Trusts in England was published. The Trust achieved weak against the use of resources rating although it scored good for 4 of the 5 elements and was only marked weak overall because the Trust made a deficit in 2006/07 even though this was a planned deficit set for the Trust. The Trust also achieved weak against this rating in the previous year. The Trust rating for quality of services fell from good to fair. The Trust achieved good for core standards and existing national targets but only fair for new national targets. This meant that the overall rating for quality of services was fair. The Trust is committed to strengthening its performance across those areas where targets are not currently being met. This will be the subject of a separate paper to a future Trust Board.

Finance, legal and risk impact

The potential implications of failing to meet key performance targets are managed through the Trust's performance and risk management processes. The commitment to improve the Trust's rating in the Annual Health Check will be important in terms of a successful progression of its Foundation Trust application.

Service Performance Report – 30 September (6 months)

Introduction

1. This paper summarises the Trust's performance for the first 6 months of the 2007/08 financial year in the five key performance areas within the balanced score card that forms part of the Trust's 2007/08 business plan.

SERVICE PERFORMANCE TARGETS

Emergency access

2. The Trust has had no breaches of the 12 hour target for patients waiting for admission from either the John Radcliffe or the Horton Emergency Departments.
3. In the first two months of the financial year the Trust failed to meet the 98% target level against the A&E 4 hour total wait indicator. Since May the Trust's performance has improved and the target has been met in each of the successive months. However, in recent weeks, the position has fallen back. This has coincided with a rise in the delayed transfers of care. The Trust's cumulative performance to date remains below the 98% target level.

Inpatient waiting times and numbers

4. The Trust has had no end of month breaches of the 20 week waiting time target for inpatient and day case admissions. There have been no breaches of the 13 week waiting time target for cardiac revascularisation.

Outpatient waiting times and numbers

5. The Trust has had no breaches of the 11 week waiting time target for first attendance.

Cancer services

6. The three key cancer targets have been met in each month of the financial year.

Emergency bed days

7. The Trust continues to achieve the required reduction in emergency bed days.

Genitourinary medicine

8. In September the performance against the genitourinary medicine target reached its highest level at 92.5%.

Delayed discharges

9. After an initial improvement at the beginning of the financial year the position has deteriorated in September and delayed transfers of care are increasing to their previous levels. This continues to be the focus of management attention across the healthcare system involving the Trust, the PCT and social care.

Thrombolysis

10. There has been a significant improvement in the second quarter against this target with quarter 2 results standing at 71% compared to 39% in quarter 1.

Diagnostic services

11. The Trust has made significant progress in reducing waits for key diagnostic tests. In August and September the Trust had no patients waiting more than 13 weeks for "other diagnostic" tests. The Trust has already achieved this target for MRI and CT scans. The Trust is also within its profile for the number of patients waiting 6 weeks or more for 15 key diagnostic tests.

18 weeks referral to treatment

12. The Trust's performance for both admitted and non admitted patients has continued to improve and remains above profile.

KEY PERFORMANCE INDICATORS

Volume

13. Emergency activity remains above the service level agreement plans. Elective and day case activity remain below plans. This under performance reflects the fact that as part of the Trust's 18 weeks initiative elective activity is profiled to increase in the second half of the financial year. For outpatients new attendances remain above plan with follow up attendances below plan.

Capacity and productivity

14. Day case performances remain flat over the first 6 months of the financial year. Improvements are being taken forward as one of the work strands of the performance improvement team. In September there was an improvement in the theatre utilisation rate which achieved 86.18%, its highest level in the year. This remains below the target level of 90%. In September length of stay averaged 2.6 days compared to an end of year target of 2.5 days. Length of stay is also a key focus of the performance improvement programme. Work supported by the NHS Institute of Innovation and Improvement is specifically targeting length of stay reductions in surgical services. The marked improvement in cancellation rates has continued and in September the rate fell below the target level of 0.8% for the first time. The percentage of patients waiting for a non elective operation for less than 24 hours after admission stood at 72.2% in September compared to an end of year target of 85%. The percentage of admissions admitted on the day of operations has remained between 88% and 89% during the financial year, slightly below the target level of 90%.

Discharges

15. After an initial improvement in the number of delayed discharges, the figure has risen in the second quarter of the financial year.

QUALITY

Staff accidents

16. Although the figure for September was above the target monthly levels, the Trust remains on course to meet its internally set target for the financial year.

Slips, trips and falls

17. There has been a significant increase in the number of slips, trips and falls in both August and September. This has meant that the Trust is currently off its trajectory for the year. This is being investigated through the Trust's clinical governance structures.

MRSA

18. Each month of the financial year, the Trust has been below its target for MRSA cases.

Clostridium difficile

19. The Trust has now agreed a target for clostridium difficile cases with the PCTs. The target has been set at 36 cases per month for inpatients aged 65 and over. In September the Trust achieved this target.

Complaints

20. There has been a deterioration in the percentage of complaints acknowledged within the target 2 working days. This is currently being investigated and an action plan will be drawn up. There has however been an improvement in the percentage of written complaints responded to within 25 working days, with the Trust achieving 100% in September.

Serious untoward investigations

21. With the exception of July, the Trust has achieved 100% in each month of the financial year.

Pharmacy dispensing areas

22. The Trust remains on course to achieve the targeted reduction in pharmacy dispensing areas.

Patient ethnic group monitoring

23. The improvement since the beginning of the year against this indicator has continued with the Trust achieving a performance of 87.1% in September, its highest performance to date. Although this is below the 95% internal target, it is above the 80% national target.

HUMAN RESOURCES

Staffing levels

24. The Trust remains within its target staffing levels.

Agency spend

25. At the end of September the Trust was significantly above its target level for agency spend. This is being investigated as part of the Trust's financial review. This indicator needs to be viewed alongside the staffing level indicator.

Sickness absence

26. The Trust's sickness absence rate in September was 3.22% compared to a target of 3.00%. A project to reduce sickness rates is being pursued as part of the Trust's Performance Improvement Programme.

Vacancy rates

27. The Trust's vacancy rate in September was 8.84% compared to a target rate of 7.75%. This in part reflects the impact of the Trust seeking to build up capacity in line with its plans for its response to the 18 week wait initiative.

Staff turnover

28. The Trust's staff turnover indicator remains within profile.

FINANCE

29. The financial performance is assessed in more detail in the report of the Director of Finance & Procurement.

ANNUAL HEALTH CHECK

30. The Annual Health Check of Trusts in England was published on 18 October. The health check rates Trusts against two domains: quality of services and use of resources

Quality of services

31. Disappointingly the Trust dropped from good to fair on the quality of services rating.

Core standards

32. The rating on quality of services is made up of three components:
- Core standards
 - Existing national targets
 - New national targets
33. The Trust declared not met on two core standards, and not met but compliant by year end on a further three. The Trust declared compliance on all the remaining standards.
34. On core standards the Trust achieved almost met (good).

Existing national targets

35. On the existing national targets the Trust achieved almost met (good).

36. Of the 12 existing national targets the Trust achieved 9, under achieved on 2 (delayed transfers of care and thrombolysis and failed on 1 (cancelled operations).

New national targets

37. Against the new national targets the Trust achieved partly met (fair).
38. Of the ten new national targets the Trust achieved 7 underachieved 1 (ethnic group recording) and failed on 2 (MRSA and percentage of stroke patients treated on designated stroke units).

Use of resources

39. The rating against the use of resources indicator is determined by the Trust's performance in the Auditors Local Evaluation (ALE) review.
40. The ALE review covers five domains.
41. On four of these domains the Trust achieved a score of 3 out of 4. These four domains were financial reporting, financial management, internal control and value for money. This represented a significant improvement on the previous year's performance.
42. On the fifth domain, financial standing, the Trust was awarded a score of 1 out of 4 on the basis that it incurred a deficit in 2006/07. The Trust had been set a planned deficit by the Strategic Health Authority at the beginning of the year.

It was acknowledged by the auditors that for 2006/07 the Trust was in a position of recurrent financial balance but only achieved a deficit because it was required to give a discount to the PCT and to repay a non recurrent loan. Because of this technicality the Trust was therefore awarded 1 out of 4. The rules of the ALE review mean that any Trust achieving a score of 1 on financial standing receives a rating of weak overall on the use of resources domain.

Future action

43. The attached table shows the Trust's comparative performance against other similar Trusts. The Trust is currently reviewing its performance management arrangements in relation to the Annual Health Check and is seeking to strengthen these. The results of this work will be reported to a future Trust Board.

Andrew Stevens
Director of Planning & Information
9 November 2007