

Integrated Dashboard

Board of Directors

31st January 2022

Integrated Dashboard

31st January 2022

To provide outstanding care for patients



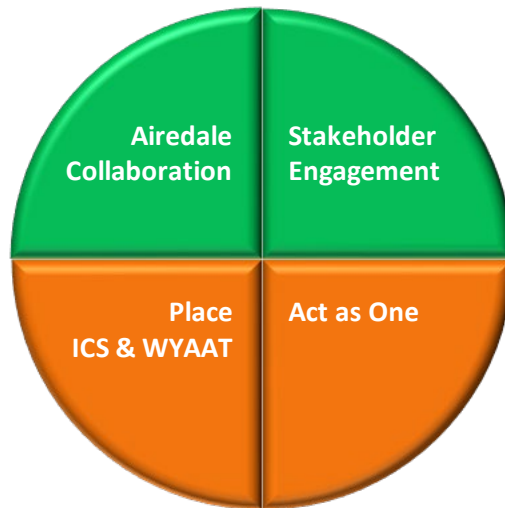
To deliver our key performance targets and financial plan



To be in the top 20% of employers



To collaborate effectively with local and regional partners



To be a continually learning organisation



**Please be advised:
Quality dashboard has been temporarily
suspended to allow for the metrics to be
reviewed and updated**

To deliver our key performance targets and financial plan

Finance



Bradford Teaching Hospitals
NHS Foundation Trust

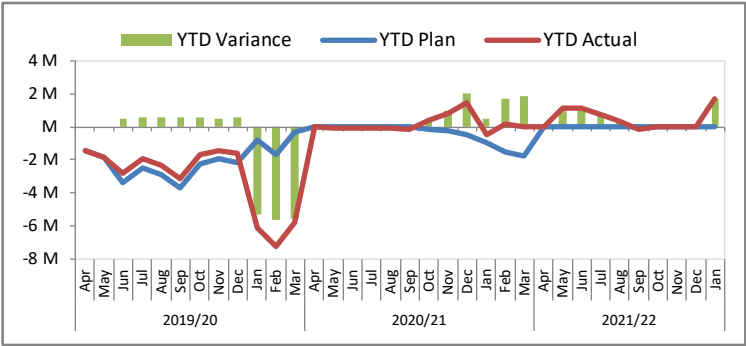
Metric / Status

Trend

Challenges and Successes

Benchmarks

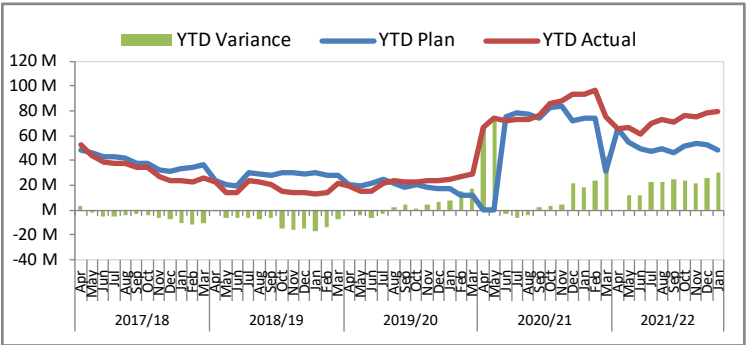
Delivery of
Income and
Expenditure
Plan



The Trust has reported a surplus of £1.7m at Month 10 against a cumulative plan to breakeven. The Year To Date (YTD) position includes £1.3m of Elective Recovery Funding (ERF). The current forecast is a £4m surplus position at year end, although a number of variables remain unresolved which may impact on this projection. No scenarios are anticipated in which a position worse than breakeven will be reported for 2021/22.

No benchmark comparator available

Delivery of
Cash Plan



Cash as at 31 January 2022 (£79.1m) was ahead of plan (£48.8m) by £30.3m. The Trust had more cash than planned due to higher than planned payables (£29.8m), deferred income (£6.6m) and provisions (£3.8m). The Trust also generated an unplanned I&E surplus of £2.5m. Negative variances include higher than planned receivables (£9.2m), above plan capital expenditure (£2.3m) and less PDC funding received to date than planned (£0.9m). Forecast outturn cash is £73.5m which is £27.0m above plan.

No benchmark comparator available

To deliver our key performance targets and financial plan

Finance



Metric / Status	Trend	Challenges and Successes	Benchmarks
<div>Liquidity rating</div>		<p>Year to date (YTD) liquidity is 2.1 days which is 0.4 days higher than plan (1.7 days) due to the year to date I&E surplus and higher than planned non-current deferred income. Liquidity is forecast to decline through the rest of the year to negative 2.1 days due to investment in the capital programme and the high value of forecast liabilities including capital payables (£10.8m), non-capital payables (£58m) and deferred income (£15.5m).</p>	<p>No benchmark comparator available</p>
<div>Delivery of Capital Plan</div>		<p>Year to date capital expenditure is £18.9m which is £1.7m above plan (£17.2m). The full year capital forecast is £38.3m which is £13.5m above plan (£24.8m). The additional expenditure is funded by £5.6m of exchequer cash, £7m of external PDC funding awarded in year and £1m of asset donations largely as a result of DHSC COVID support.</p>	

To deliver our key performance targets and financial plan

Performance

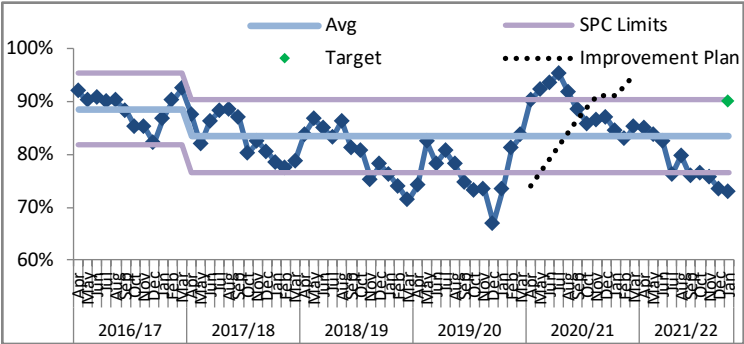
Metric / Status

Trend

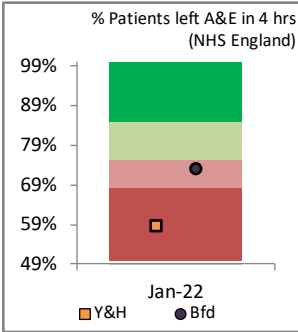
Challenges and Successes

Benchmarks

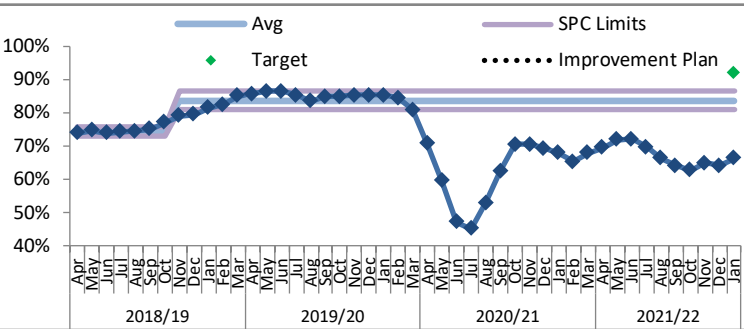
Emergency
Care
Standard



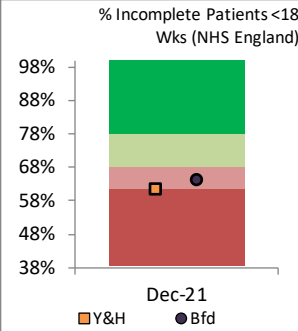
Emergency Care Standard (ECS) performance was at 72.83% for January 2022, which remains above peer and national average. We continue to use see and treat and Same Day Emergency Care (SDEC) pathways to help avoid admissions and congestions within the department whilst longer term improvement plans are being progressed which will divert unnecessary attendances and further improve flow. There have been additional challenges in December and January with bed waits caused by the impact of COVID on admissions and bed availability at BRI.



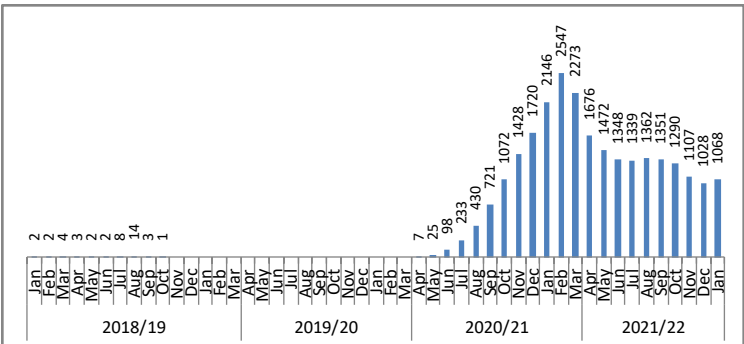
RTT 18 Week
Incomplete



Due to a reduction in theatre capacity following delays to the completion of ENT theatres and reduced elective beds in response to COVID demand the RTT position has not improved in line with plans. This matches the national trend, although benchmarking data for this period is not yet finalised. Theatre and outpatient recovery programmes remain in place and clock stops are expected to increase as theatre capacity expands in late February.



RTT 52
Week Wait



The Trust had 1,046 incomplete 52 week waits at the end of January 2022. All long waits have been reviewed using clinical prioritisation guidelines and the daily review of management plans for patients waiting over 40 weeks continues. The 52 week waits are predominately for P3 and P4 surgical treatments, this position will improve when additional theatre capacity is in place and these patients are listed for surgery.

No benchmark comparator available

To deliver our key performance targets and financial plan

Performance



Bradford Teaching Hospitals
NHS Foundation Trust

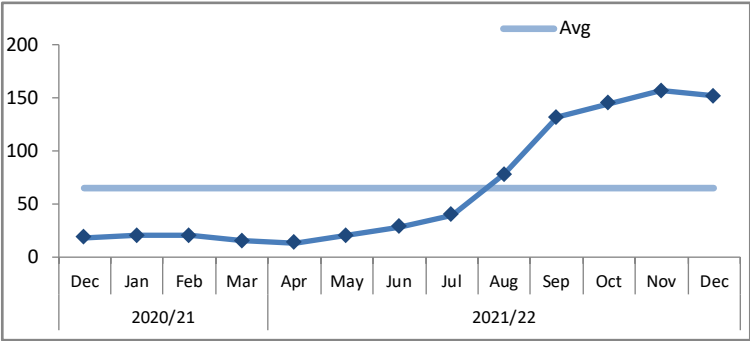
Metric / Status

Trend

Challenges and Successes

Benchmarks

RTT
18 week
> 104 week
wait



All 104 week waits are reviewed by senior operational staff weekly and plans expedited where possible. The reduction in theatre capacity and elective bed availability has meant P3 and P4 waits at 104 weeks or more haven't been listed in line with plan as priority must be given to P2 and cancer patients. This will improve as theatre and elective bed capacity is increased.

To deliver our key performance targets and financial plan

Performance



Bradford Teaching Hospitals NHS Foundation Trust

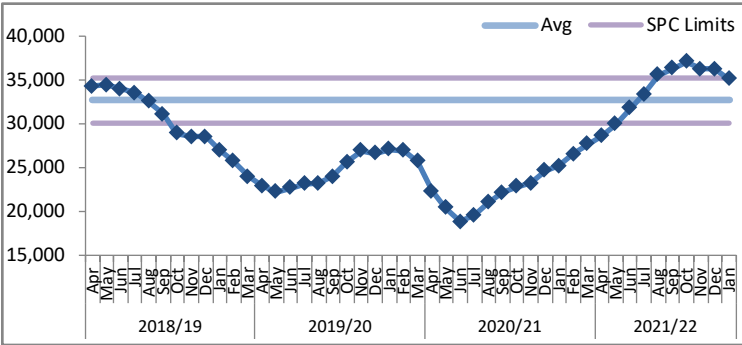
Metric / Status

Trend

Challenges and Successes

Benchmarks

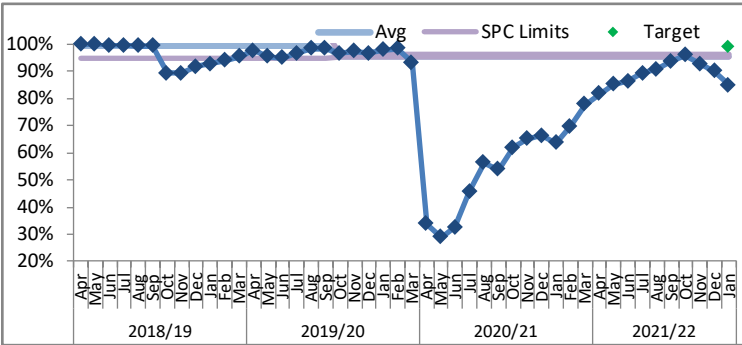
Elective
Waiting
List



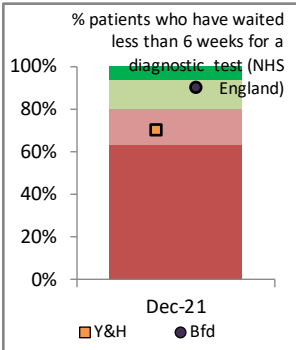
The total RTT waiting list has remained stable. Referral triage and the use of advice and guidance have reduced demand, data quality processes have been strengthened and elective recovery plans agreed. As theatre capacity increases the waiting list will reduce.

No benchmark comparator available

Diagnostic
Waits



Performance has deteriorated slightly over winter due to the loss of an MRI scanner and delays in procuring Respiratory Physiology equipment. Endoscopy performance has improved in this period. MRI capacity will return to planned levels in February which will support recovery and BTHFT remains in the upper quartile nationally despite these challenges.



To deliver our key performance targets and financial plan

Performance

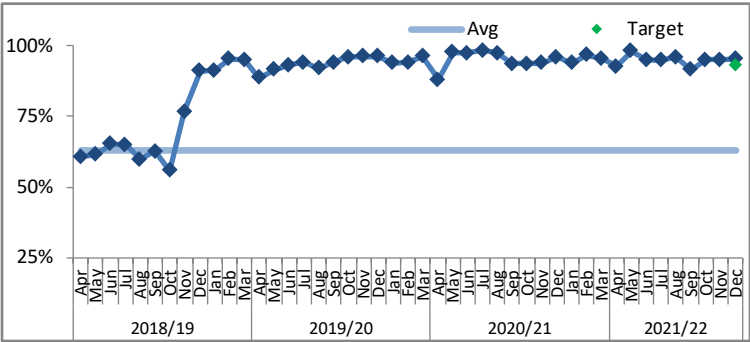
Metric / Status

Trend

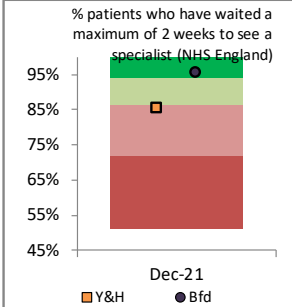
Challenges and Successes

Benchmarks

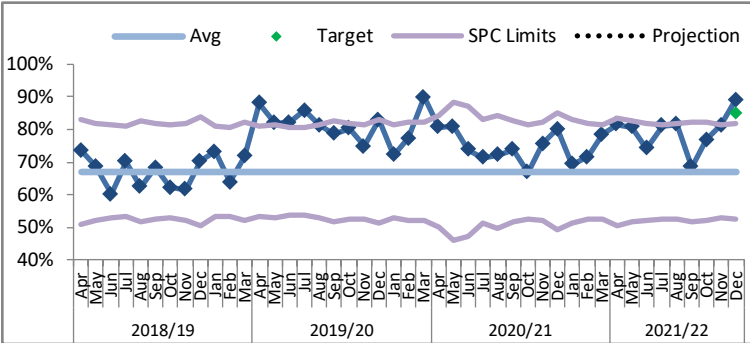
Cancer 2 Week GP



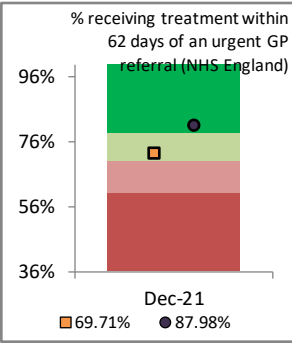
December 2021 performance against the 2 Week-Wait Cancer standard was above target at 95.44%. Overall referral demand remains above historic averages which has resulted in some tumour groups booking at day 13 but escalation processes are preventing breaches through the prioritisation of fast track capacity. Longer term improvement plans are being established to help services deal with what is forecast to be a sustained increase in demand. BTHFT benchmarks in the upper quartile nationally for this standard.



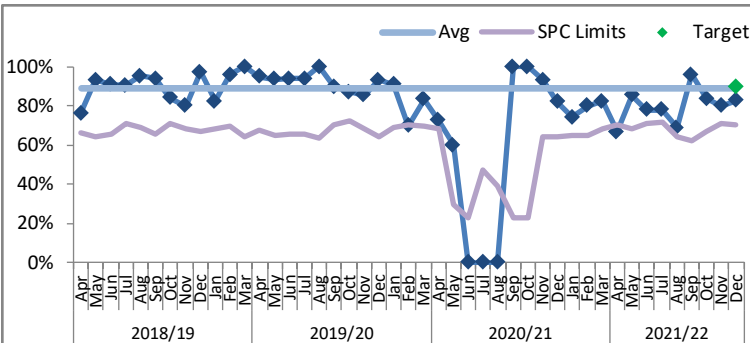
Cancer 62 Day Urgent GP



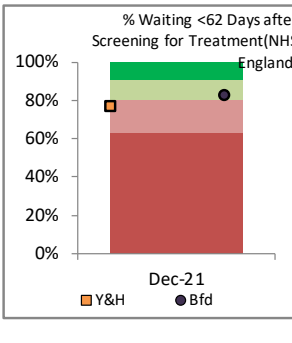
Cancer 62 Day First Treatment performance for December 2021 was 87.98%. Diagnostic and surgical capacity is being prioritised in support of long cancer waits with improvements in time to diagnosis and decision to treat. The total waiting list over 62 days had improved to less than 30 but increased during the Christmas period as per seasonal trends. The Trust is forecasting attainment of this target by April 2022.



Cancer 62 Day Screening



Performance for this indicator reflects the complexity of pathways, patient concordance, and delays in diagnosis across Breast and Lower gastrointestinal (GI) services.



To deliver our key performance targets and financial plan

Productivity

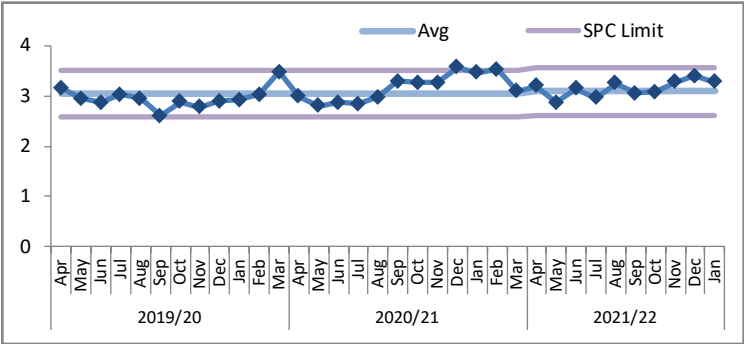
Metric / Status

Trend

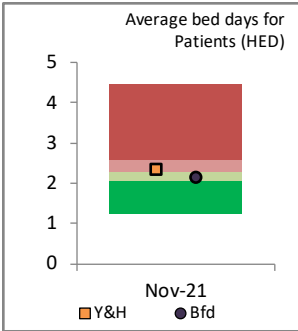
Challenges and Successes

Benchmarks

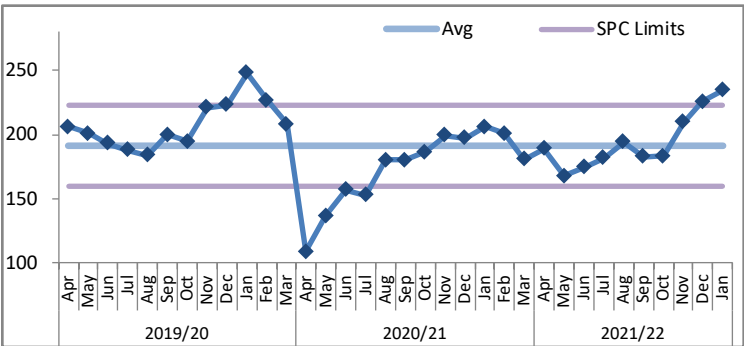
Length of Stay



Average length of stay (LoS) remains within control limits and benchmarks better than peers.



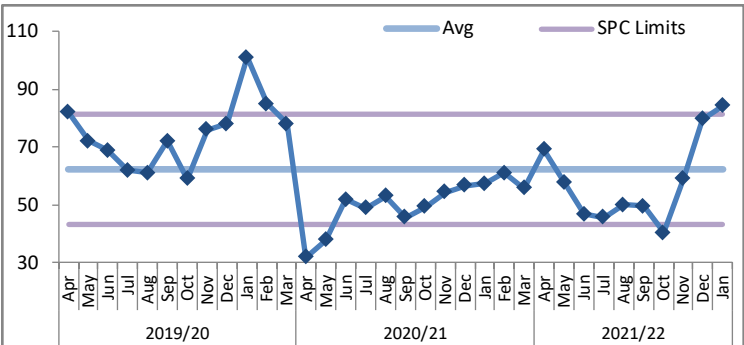
Stranded Patients
Length of Stay
>= 7 days



The weekly multi-disciplinary (MDT) review meeting of patients above 7 days length of stay (LoS) remains in place. This supports timely discharge and the Trust benchmarks well for all LoS indicators. Increases in long length of stay relate to the increased COVID demand and are expected to reduce from February onwards.

No benchmark comparator available

Super Stranded Patients
Length of Stay
>= 21 days



The review of patients over 21 day LoS is being conducted 5 days a week by the command centre team, therapies and the Multi-agency Integrated Discharge Team (MAIDT) in order to implement rapid support that may facilitate an earlier discharge. When considered as a proportion of spells the Trust benchmarks better than average compared to peer and national data.

No benchmark comparator available

To deliver our key performance targets and financial plan

Productivity



Bradford Teaching Hospitals NHS Foundation Trust

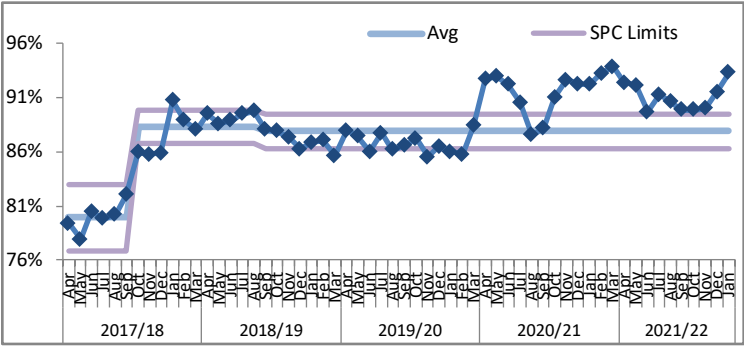
Metric / Status

Trend

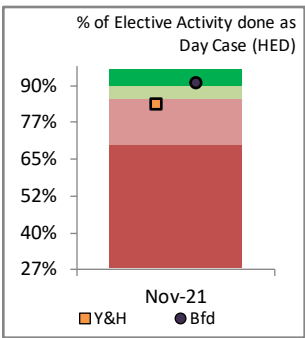
Challenges and Successes

Benchmarks

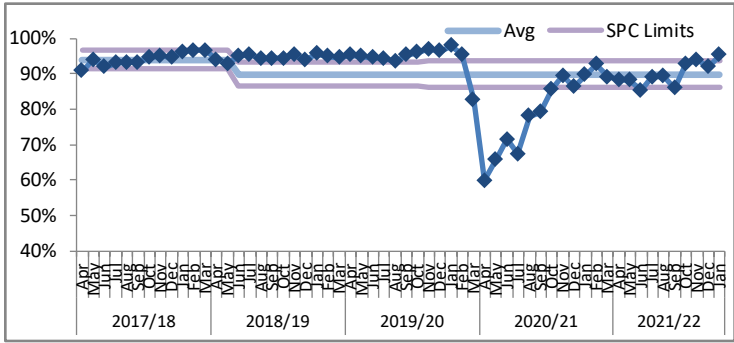
Elective Day Case Rate



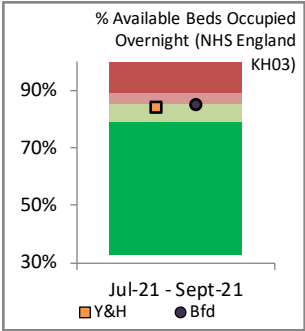
Day case rates continue to be above the national and regional average.



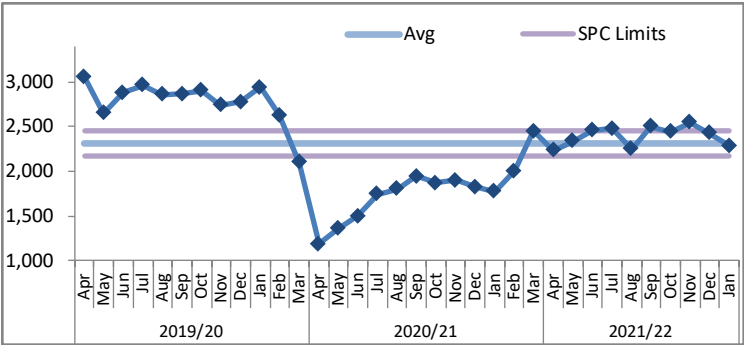
Bed Occupancy



Bed occupancy increased significantly in recent months. Ward configuration has been adapted to provide red and green separation of patients meaning occupancy above 85% presents operational challenges on patient placement and flow. This was evident during January when bed delays from ED and length of stay in the department increased in line with occupancy levels.



Discharges before 1pm



Discharges before 1pm remains under review with a focus on earlier discharge maintained to facilitate patient flow. Performance is consistently within control limits when considered as a percentage of discharges.

No benchmark comparator available

To deliver our key performance targets and financial plan

Productivity



Bradford Teaching Hospitals NHS Foundation Trust

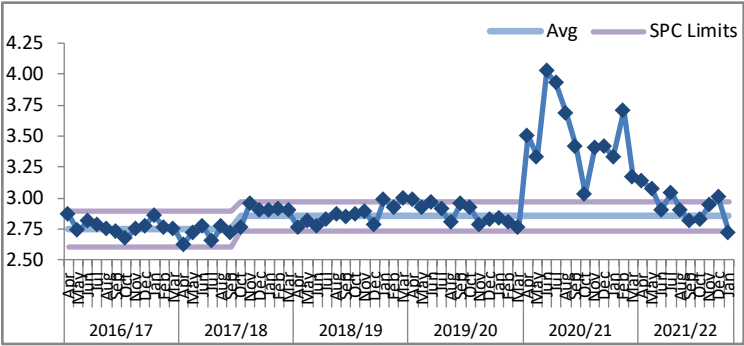
Metric / Status

Trend

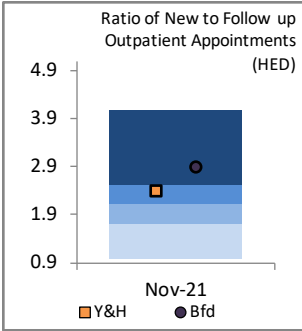
Challenges and Successes

Benchmarks

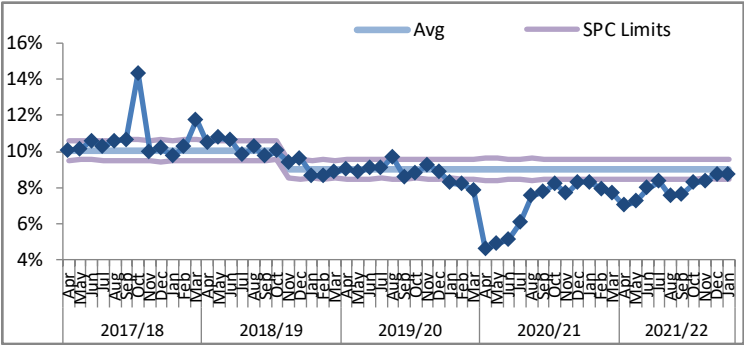
New to Follow Up Ratio



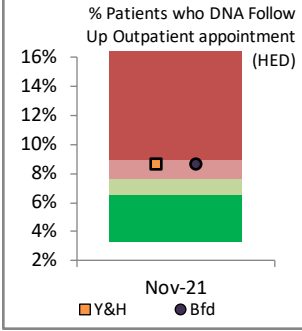
The use of video and telephone clinics in response to COVID-19 has impacted a number of outpatient measures including the new to follow up ratio. As new clinic templates have been implemented this has returned to the mean.



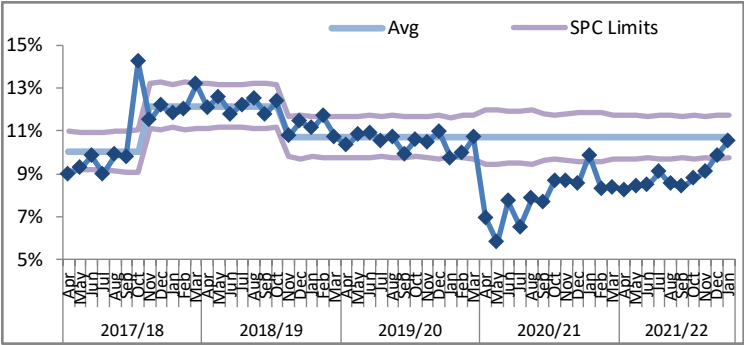
Did not Attend Follow Up



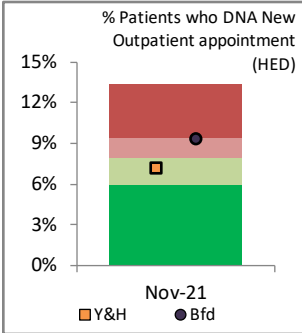
Did not attend (DNA) rates also appear to have been impacted by changes made in response to COVID-19, particularly the change from face to face to video or telephone contact. This is being explored by the VRI programme.



Did not Attend New



Did not attend (DNA) rates also appear to have been impacted by changes made in response to COVID-19, particularly the change from face to face to video or telephone contact. This is being explored by the VRI programme.

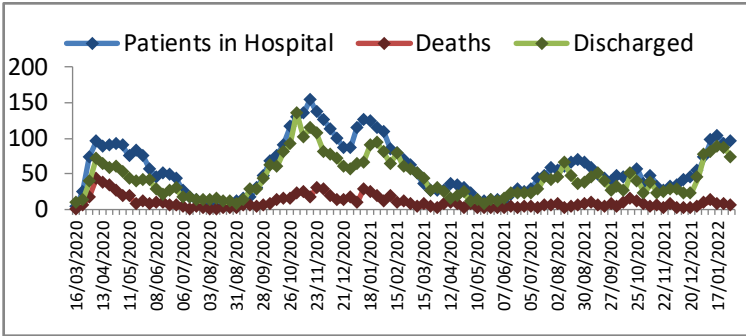


Metric / Status

Trend

Challenges and Successes

Benchmarks



COVID-19 demand is in line with forecasts and increased significantly due to the Omicron variant. Command and Control meetings remain in place and COVID-19 surge plans are being followed in response.

No benchmark comparator available

To be in the top 20% of employers

Engagement

Metric / Status	Trend	Challenges and Successes	Benchmarks																																
<div>Contacts with Advocacy service</div>	<div><table><thead><tr><th>Period</th><th>Total</th><th>Resolved</th></tr></thead><tbody><tr><td>Apr 18 - Oct 18</td><td>28</td><td>10</td></tr><tr><td>Nov 18 - Mar 19</td><td>39</td><td>13</td></tr><tr><td>Apr 19 - Sep 19</td><td>52</td><td>19</td></tr><tr><td>Oct 19 - Mar 20</td><td>24</td><td>12</td></tr><tr><td>Apr 20 - Sep 20</td><td>38</td><td>20</td></tr><tr><td>Oct 20 - Mar 21</td><td>25</td><td>12</td></tr><tr><td>Apr 21 - Sep 21</td><td>23</td><td>14</td></tr></tbody></table></div>	Period	Total	Resolved	Apr 18 - Oct 18	28	10	Nov 18 - Mar 19	39	13	Apr 19 - Sep 19	52	19	Oct 19 - Mar 20	24	12	Apr 20 - Sep 20	38	20	Oct 20 - Mar 21	25	12	Apr 21 - Sep 21	23	14	<p>Contacts with the staff advocacy service remain fairly constant. 61% of contacts were successfully resolved informally. Although three contacts were engaged in formal processes, they were all referred to the staff advocacy for support with an existing formal complaint. A number of contacts related to advice around the provision of reasonable adjustments and interpretation of the disability equality policy. It is hoped the roll out of disability equality training over the coming months will alleviate some of these issues and improve the experience of staff with long term health conditions. The Trust is in the process of launching its Workplace Mediation Service. The service will facilitate informal cases focussing on win, win outcomes for all parties involved. Next update May 2022 (for 01/10/21 to 31/03/22).</p>	No benchmark comparator available								
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<div>Harassment & Bullying Outcomes</div>	<div><table><thead><tr><th>Period</th><th>No Case to Answer (%)</th><th>Resolved Informally (%)</th><th>Disciplinary Action (%)</th></tr></thead><tbody><tr><td>Apr 18 - Sep 18</td><td>38</td><td>8</td><td>54</td></tr><tr><td>Oct 18 - Mar 19</td><td>18</td><td>12</td><td>40</td></tr><tr><td>Apr 19 - Sep 19</td><td>10</td><td>22</td><td>15</td></tr><tr><td>Oct 19 - Mar 20</td><td>22</td><td>32</td><td>25</td></tr><tr><td>Apr 20 - Sep 20</td><td>0</td><td>18</td><td>15</td></tr><tr><td>Oct 20 - Mar 21</td><td>8</td><td>18</td><td>12</td></tr><tr><td>Apr 21 - Sep 21</td><td>28</td><td>20</td><td>8</td></tr></tbody></table></div>	Period	No Case to Answer (%)	Resolved Informally (%)	Disciplinary Action (%)	Apr 18 - Sep 18	38	8	54	Oct 18 - Mar 19	18	12	40	Apr 19 - Sep 19	10	22	15	Oct 19 - Mar 20	22	32	25	Apr 20 - Sep 20	0	18	15	Oct 20 - Mar 21	8	18	12	Apr 21 - Sep 21	28	20	8	<p>Although the number of harassment and bullying related investigations is slightly higher in this period than in the previous six months, this is only by seven cases. 36% of cases are still ongoing. It is worth noting that Employee Relations cases were paused for much of 2020 and early 2021, resulting in an unusual reduction in the number of cases. ER work recommenced in April this year. There is a noticeable increase in ER cases related to Bullying and Harassment/ general conduct as a result of lockdown/ the pandemic, with resilience/ tolerance lower due to fatigue. The Trust is currently reviewing its approach to Civility in the workplace and this will play a crucial role in the wider culture change required, with focus on “nipping things in the bud” at an early stage. The new Trust mediation service is also hoped to have a positive impact on the number of formal cases. Next update May 2022 (for the period 01/10/21 to 31/03/22).</p>	No benchmark comparator available
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To be in the top 20% of employers

Engagement

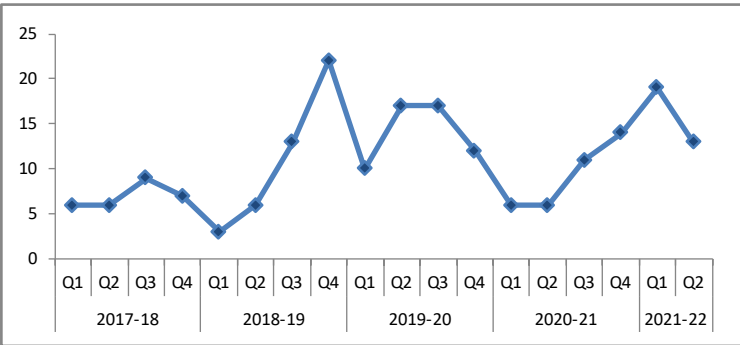
Metric / Status

Trend

Challenges and Successes

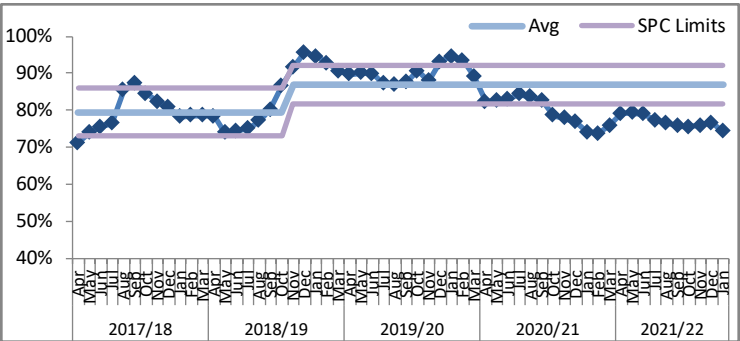
Benchmarks

Referrals to FTSU



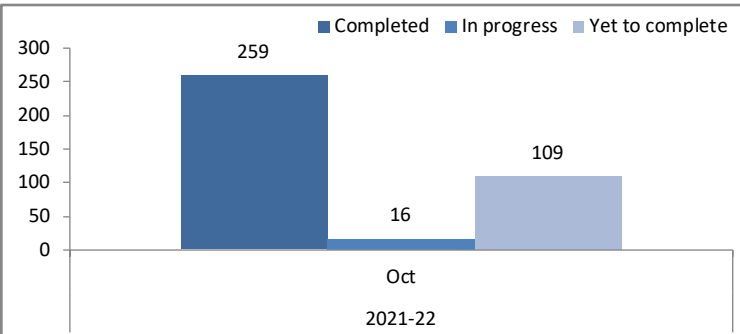
13 concerns were raised the Freedom To Speak Up team in Q2, 4 of these were raised anonymously. Of the 13 concerns raised; 4 were for bullying and harassment, 2 for Covid issues, 2 for safe staffing, 1 for values and behaviours, and 4 categorised as other. The National Guardian's office have specific categories to report on only. To be updated March 2022.

Appraisal Rate Non-Medical



The non-Medical appraisal rate for January 2022 has reduced to 74.73% from 77.67% in December 2021. All areas of the Trust have shown a decrease in appraisal rate with the exception of Corporate Services which has seen a slight increase. CBUs were asked to pause appraisals in January due to the significant service pressures the Trust was facing.

Appraisal Rate Medical



The appraisal year for medical appraisals runs 1st April 2021 to 31st March 2022, so there is more than a third of the year to go. Any appraisal completed during that time will be a successful appraisal, irrespective of the allocated appraisal months and deadlines missed. We have therefore completed 67% of appraisals within the first 60% of the year.

To be in the top 20% of employers

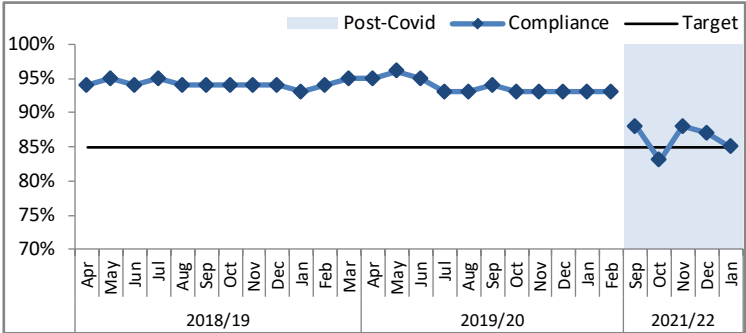
Training & Development

Metric / Status

Trend

Challenges and Successes

Benchmarks



The compliance metric for mandatory training is set at 85% - which is currently being achieved. Pre-Covid, training rates were consistently above 90%, and since the start of the pandemic they have dropped to 85-90%. Compliance dropped in October 2021, and dipped again in January 2022, as Covid caused significant operational pressures and high rates of staff absence within the Trust. Face to face training was suspended for January 2022, as staff were unable to be released from their roles to attend. Education staff were also deployed to support with clinical pressures, and as a result, face to face training such as Basic Life Support and Moving and Handling has seen a drop in figures. Staff are encouraged to access E-Learning modules and virtual teachings where available to remain compliant with training, however certain staff groups are reporting difficulties in accessing these due to staffing pressures. Action plans are in place to address those subjects where immediate action is required to improve compliance.

To be in the top 20% of employers

Staffing

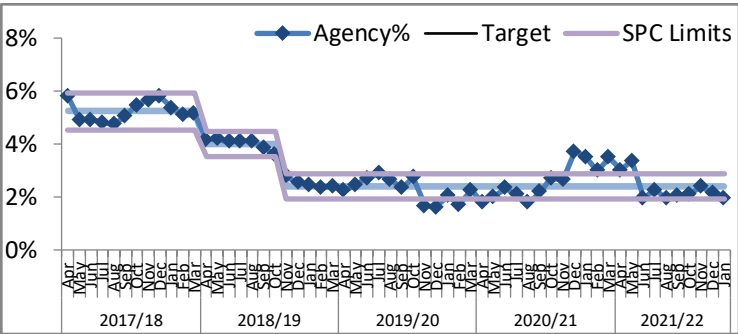
Metric / Status

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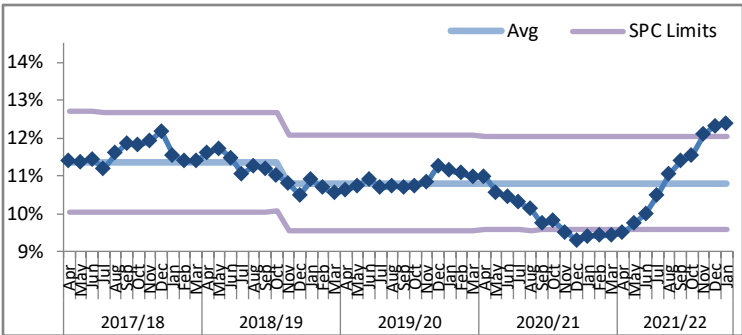
Use of Agency Staff



In January the Trust has seen an overall reduction in the use of agency staff and a slight increase in bank deployment. The main changes are in the Nursing & Midwifery staff group and Medical & Dental with an increase in bank use of 10 FTE each over the month. All other staff groups remained static across the reporting period.

No benchmark comparator available

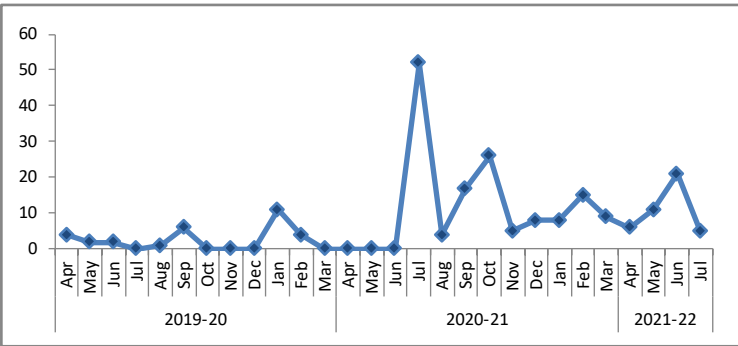
Staff Turnover



Turnover has seen a slight increase to 12.39% in January 2022 from 12.31% in December 2021. Turnover has decreased slightly across all areas of the Trust apart from Unplanned Care and Estates & Facilities which have shown a slight increase.

No benchmark comparator available

Apprentice Starts



We currently have 295 staff on an apprenticeship programme in the Trust. Apprenticeship programmes are wide ranging with examples being the Advanced Care Practitioner, Registered Nurse degree apprenticeship and Nursing Associate, ranging across administrative, technical and trades roles in the Trust. We continue to encourage managers to consider at recruitment approval stage if a role can be suitable for an apprenticeship.

To be in the top 20% of employers

Staffing



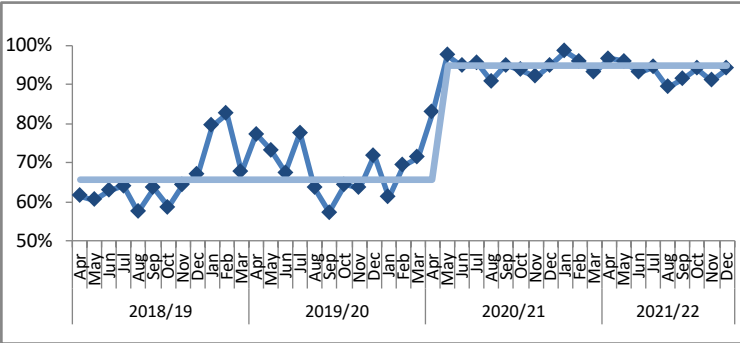
Metric / Status

Trend

Challenges and Successes

Benchmarks

Maternity patients receiving 1:1 care



There is no concern with the 1:1 care in labour rate which remains consistently above 90% and has done for over 18 months. The 89% in August does not warrant escalation and was actually a positive result considering the staffing challenges experienced in August.

No benchmark comparator available

To be in the top 20% of employers

Equality & Diversity

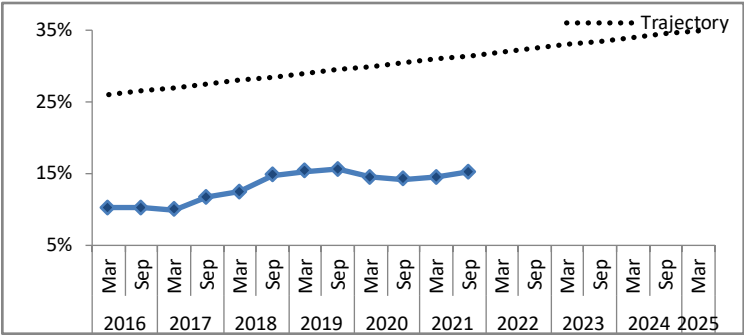
Metric / Status

Trend

Challenges and Successes

Benchmarks

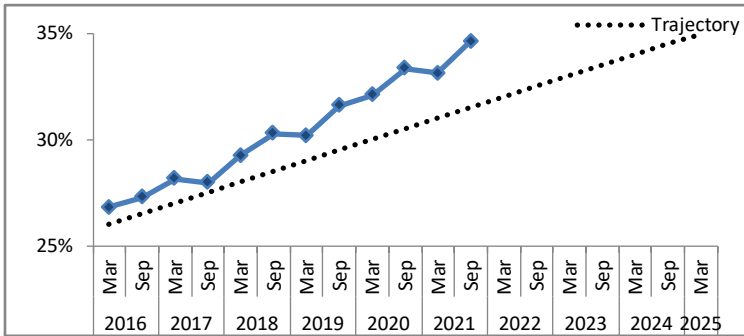
BAME
Senior Leaders



We have seen a slight increase in our Ethnic Minority representation at Senior Management levels over the last six months which has risen from 14.5% to 15.22%. This is a positive step in our ambitions to have a senior workforce reflective of the local population (35% by 2025). As a Trust we are taking a positive action and targeted approach in the recruitment to senior leadership roles, and we continue to focus our efforts in supporting senior BAME colleagues in various leadership development programmes, including two who have joined the West Yorkshire and Harrogate BAME Fellowship and five participated in the very successful REACH mentorship programme, of which three have already now further advanced their careers. Our own Trust Reciprocal Mentoring Scheme for aspiring leaders will be launched in January 2022. With our continued focussed efforts we are on a unique journey in ensuring our workforce reflects the communities that we serve across all levels of the organisation. Next update May 2022 (for the period 01/10/21 to 31/03/22).

No benchmark comparator available

BAME
Workforce



The proportion of BAME staff in the workforce has increased in the last six months to 34.65% and our trajectory continues to take us 4% ahead of our target of having a workforce reflective of the local population (35%) by 2025. Current work ongoing to raise the profile of Race Equality in the Trust, an Equality Impact Assessment and review of our Recruitment & Selection practices, and an exploration of best practice approaches to improving the culture in the organisation should help in ensuring we continue to be an outstanding employer in this respect. Next update May 2022 (for the period 01/10/21 to 31/03/22).

No benchmark comparator available

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Equality & Diversity



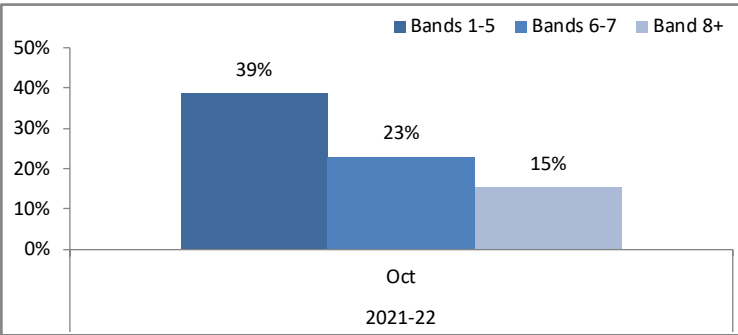
Metric / Status

Trend

Challenges and Successes

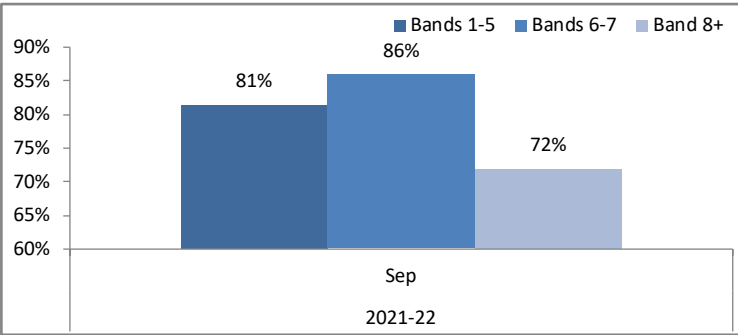
Benchmarks

Ethnic minority workforce by band group



With the overall proportion of ethnic minority staff in the workforce now around 35% and representative of the local community; the data shows that ethnic minority staff are over represented in the lower bands (at 39%) and representation decreases as banding increases, with most significant under representation at senior levels (15%). Recent dashboard analysis indicates that this figure is travelling in the right direction but trajectory still remains 4% below our target of 35% at senior levels by 2025. Our recent WRES action plan continues to focus our efforts in supporting senior ethnic minority colleagues to develop and progress within the organisation and this years' action plan also recognises the need to empower those in lower bands with the skills and opportunity to progress. Next update May 2022 (for the period 01/10/21 to 31/03/22).

Female workforce by band group



Our recent Gender Pay Gap submission showed that females made up 77% of our workforce (including medical & dental staff), but were proportionately under-represented at senior leadership levels (data as at March 2020). Initial indications from the March 2021 GPG data suggests this is improving. However, the current data (as shown) demonstrates; whilst females make up 82% of the non-medical workforce; they are significantly under-represented at senior levels (72%) and are slightly over-represented at middle management levels (86%). We are concentrating our efforts in this years' gender equality action plan in addressing this inequality by raising the profile of women in leadership and in analysing and starting to address potential blockages to progression. Next update May 2022 (for the period 01/10/21 to 31/03/22).

To be in the top 20% of employers

Health & Wellbeing



Bradford Teaching Hospitals

NHS Foundation Trust

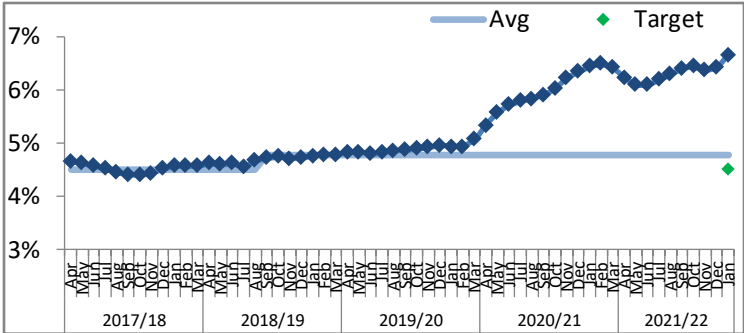
Metric / Status

Trend

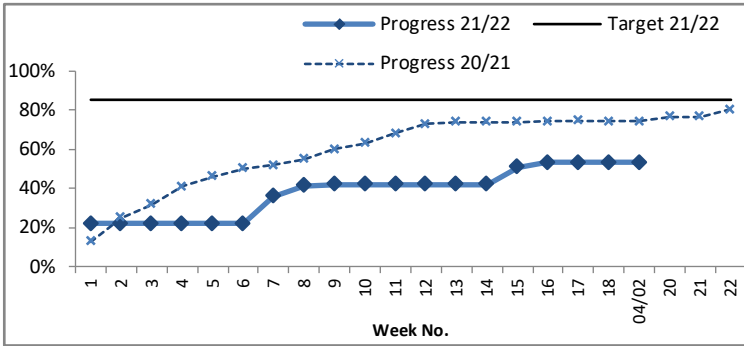
Challenges and Successes

Benchmarks

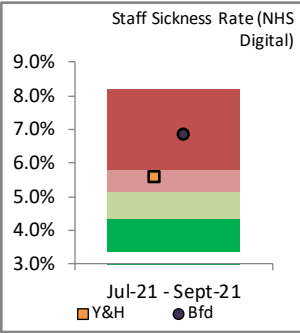
Staff
Sickness
Absence



Frontline Staff
Flu Vaccination



The rolling 12 month sickness absence rate at the end of January 2022 was 6.66% with increases seen in all areas of the Trust apart from Pharmacy which has shown a slight reduction. This figure does not include staff who are self-isolating which is 0.70% in January, which is an increase from 0.55% in December 2021. Covid-19 related sickness has increased from 1.23% in December to 4.22% in January 2022.



As at end of January 2022 53.3% of frontline staff had been recorded as having their flu vaccine. Vaccinations have been made available via targeted mobile clinics, peer vaccinators in clinical areas and within the Occupational Health department where no appointment is necessary. Co-administration with the Covid vaccination has also been available within the hospital hub and is offered at other Covid vaccination sites within the local community. Despite this take up has been significantly lower than the same period last year.

To collaborate effectively with local and regional partners

Partnership

Metric / Status	Trend	Challenges and Successes	Benchmarks
	<p>The stakeholder management work programme has not been operating during the COVID-19 response. We are looking at how we manage our “partnerships” as there is now a change of focus onto Act as One and West Yorkshire & Harrogate Healthcare Partnership (WYHCP) and Bradford Health and Care Partnership Board (BHCPB) rather than necessarily “vertical” or “horizontal”. As such, we’ll need to rethink stakeholder management more generally. Nonetheless there are already some good examples of how in future we might invest more in managing the relationship with a few key partners, for example our Chief Nurse dialogue with the Care Quality Commission, or our Director of Strategy partnering with the University’s Working Academy (responsible for much of our digital development and video film-making).</p>		No benchmark comparator available
	<p>The Trust signed a ‘Strategic Partnering Agreement’ with 13 partners across Bradford District and Craven at the end of March 2019. This SPA has recently been reviewed following its first year in existence, and this review has informed the development of the ICP in response to the proposed legislation and changes to the ICS. The ICP’s strategic direction has been reviewed to consider whether it is in line with the Health and Social Care Bill, and partners across the system are working on a System Strategy. A plan on a Page has been developed and has been welcomed by partners, with a full version of the strategy due to be published in the coming weeks. BTHFT retains its involvement in all 10 Bradford CPs. The governance structure around community partnerships has changed, and it is now part of the Act as One overall governance structure. BTHFT representation in all levels of Act as One governance has been mapped and is in the process of being reviewed to ensure there is representation where it is needed. The Integration White Paper was published on 7 February and will have an impact on how we work across Bradford District and Craven. Mel Pickup has been confirmed at the Place Lead for Bradford District and Craven.</p>		No benchmark comparator available
	<p>The Trust is working with partner organisations across the Integrated Care System (ICS) to address the provisions of the Health and Social Care Bill. Work is underway to develop the structure for the ICS NHS Board (ICB) and how it will relate to the 5 Place Based Partnerships in West Yorkshire. Work in WYHCP is progressing well and is supported by a WYHCP Future Design and Transition Group and Leaders Reference Group. Plans aimed at restart and recovery, whilst managing residual waves of COVID-19, are also being implemented. Other projects currently underway include shared solutions for imaging services and for pathology. Projects previously paused due to Covid-19 such as the Procurement savings plan have restarted. Work to develop an OBC for the Pharmacy aseptics programme is also underway. Guidance on the design framework for ICSs was published by NHS England on 16 June 2021, and additional guidance to support its implementation was published in August and September 2021. Cathy Elliott, Chair of BDCT, has been appointed Chair Designate of the West Yorkshire Integrated Care Board and Rob Webster has been appointed the designate CEO.</p>		No benchmark comparator available
	<p>Much of the work previously undertaken through the collaboration has been absorbed into the Act as One programme, with the benefit of including a wider range of partner organisations, whilst the relationship between the trusts remains important in ensuring the cohesive delivery of acute services.</p>		No benchmark comparator available

Indicator	Definition	Responsible Exec	RAG Criteria	DQ Kitemark Score
To provide outstanding care for patients				
Clinical Effectiveness				
Crude Mortality	Crude Mortality rates, i.e., per admissions.	Chief Medical Officer	Red – Latest 2 points in a row above upper control limit, Amber – latest point above upper control limit, Green – Below upper control limit	3.9
HSMR	The mortality indicator is evaluated from a standardised mortality ratio (SMR). The formula for the ratio is observed deaths divided by expected deaths, multiplied by 100. This is calculated for each provider within the data.	Chief Medical Officer	Red Benchmark 3 standard deviations above mean, Amber 2 standard deviations above mean, Green within two standard deviations above mean	4.7
SHMI	The SHMI is the ratio between the actual number of patients who die following hospitalisation at the trust and the number that would be expected to die on the basis of average England figures, given the characteristics of the patients treated there.	Chief Medical Officer	Red Benchmark 3 standard deviations above mean, Amber 2 standard deviations above mean, Green within two standard deviations above mean	4.7
Stillbirths	Number of stillbirths per 1,000 births and number of stillbirths over 500g per 1,000 births	Chief Nurse	Red > 7, Amber 5 - 7, Green < 5	To be confirmed
Deaths Screened	Percentage of Deaths Screened	Chief Medical Officer	Red Two consecutive points outside control limits, Amber Outside control limits, Green Within control limits	To be confirmed
Learning from Deaths	Proportion of reviews undertaken finding good or excellent care provided	Chief Medical Officer	Red Two consecutive points outside control limits, Amber Outside control limits, Green Within control limits	To be confirmed
Readmissions	The number of readmissions within 30 days of discharge from hospital.	Chief Medical Officer	Red bottom 25% of Trusts, Amber middle 50% of Trusts, Green Lowest 25% of trusts	2.4

Indicator	Definition	Responsible Exec	RAG Criteria	DQ Kitemark Score
Patient Safety				
Never Events	The number of serious incidents that occur despite there being defined processes and procedures to prevent them.	Chief Medical Officer	Red > 0, Green = 0	4.0
Audit of WHO checklist	Audit of the World Health Organisation surgical checklist monitoring the number that were complete compared to the number of checklists.	Chief Medical Officer	Red < 90%, Amber >=90% & < 95%, Green >=95%	2.9
Clostridium Difficile (C. Diff)	The number of cases either attributable or pending review.	Chief Nurse	Red >= 3, Amber = 2, Green <=1	3.9
MRSA	Counts of patients with Methicillin Resistant Staphylococcus aureus (MRSA) bacteraemia.	Chief Nurse	Per month: Red >= 1, Green 0	3.9
CAUTI	Urinary tract infections in patients with a catheter. The benchmarking data comes from the Safety Thermometer prevalence information.	Chief Nurse	Red > 1.5%, Amber 1%-1.5%, Green < 1%	4.1
Sepsis Patients antibiotics	Percentage of patients who were found to have sepsis during the screening process and received IV antibiotics within 1 hour.	Chief Nurse	RAG criteria subjective – Executive informed.	To be confirmed
Sepsis Patients Screened	Percentage of patients screened for Sepsis	Chief Medical Officer	Red < 50%, Amber 50%-90%, Green >= 90%	5.0
Pressure Ulcers Cat3+	Number of reported hospital acquired category 3 and 4 pressure ulcers per 10,000 bed days. The benchmarking data comes from the Safety Thermometer prevalence information.	Chief Nurse	Red >= 6, Amber 5, Green < 5	4.3
Serious Incidents	Unexpected or avoidable death, serious harm, never events, service delivery prevention compared to all incidents reported.	Director of Strategy and Integration	Red > 5, Amber 3-5, Green <=2	4.0
Falls with Harm	Patient falls resulting from harm per 10,000 bed days. The benchmarking data comes from the Safety Thermometer prevalence information.	Chief Nurse	Red upper quartile, Amber mid quartiles, Green lower quartile	4.3
Falls with Severe Harm	Falls with Harm classed as Severe	Chief Nurse	Red = reported for consecutive months, Amber = 1, Green = 0	4.3
Missed Doses	Proportion of patients with an omission of a critical medicine	Chief Nurse	Red - above national average Amber – 0 - <1% below the average Green - > 1%+ the national average	3.9



Glossary Continued

Indicator	Definition	Responsible Exec	RAG Criteria	DQ Kitemark Score
Patient Experience				
Friends and Family Test	The percentage of patients who strongly recommend the Trust.	Chief Nurse	RAG criteria subjective – Executive informed.	2.6
Complaints	Number of complaints.	Chief Nurse	Red >= 50, Amber 40-49, Green < 40	4.7

Indicator	Definition	Responsible Exec	RAG Criteria	DQ Kitemark Score
To deliver our key performance targets and financial plan				
Finance				
Delivery of Income & Expenditure Plan	Delivery of finances against plan.	Director of Finance	Red – off plan (adverse) Green on plan or better	3.3
Use of Resources – Financial	Use of resources is a calculation on the status of a number of financial measures – Capital Servicing Capacity, Liquidity, I & E Margin, and Agency Spend.	Director of Finance	Red - Rating of 4 Amber – Rating of 2 or 3 Green – Rating of 1	3.3
Delivery of Cash Plan	Delivery of cash against plan.	Director of Finance	Red Cash below £5m Amber Cash between £5m & £10m Green Cash over £10m	3.3
Liquidity Rating	A measure of how many days an organisation can continue to fund its operations based on the level of net current assets and available borrowing.	Director of Finance	Red - minus 14 days liquidity Amber - 0 days to minus 14 days liquidity Green – greater than 0 days liquidity	4.1

Indicator	Definition	Responsible Exec	RAG Criteria	DQ Kitemark Score
Performance				
Emergency Care Standard	Percentage of patients seen in A&E within 4 hours.	Chief Operating Officer	Red < 90%, Green >= 90%	2.4
RTT 18 weeks Incomplete	Percentage of patients waiting within 18 weeks on an incomplete pathway.	Chief Operating Officer	Red < 92%, Green >= 92%	3.9
RTT 52 weeks waits	Number of patients waiting more than 52 weeks.	Chief Operating Officer	Red > 0, Green = 0	4.0
Elective wait list	Wait list of patients on an elective pathway.	Chief Operating Officer	Red Greater than last month Green Less than last month	3.7
Diagnostic Waits	Percentage of patients who have waited less than 6 weeks for a diagnostic test.	Chief Operating Officer	Red < 99%, Green >= 99%	3.4
Cancer 2 week wait GP	Percentage of patients who have waited a maximum of 2 weeks to see a specialist for all patients referred with suspected cancer symptoms	Chief Operating Officer	Red < 93%, Green >= 93%	3.9
Cancer Urgent 62 day GP	Proportion of patients receiving treatment for cancer within 62 days of an urgent GP referral for suspected cancer.	Chief Operating Officer	Red < 85%, Green >= 85%	3.9
Cancer Urgent 62 day Screening	Proportion of patients receiving treatment for cancer within 62 days of an NHS Cancer Screening service.	Chief Operating Officer	Red < 96%, Green >= 96%	3.9
Full Blood Count acute wards 2 hours	The time taken for the laboratory to process Full Blood Counts samples from all Acute Wards and validated results are available on the Laboratory Information Management System (LIMS). The time measured is from the sample being booked on to the LIMS and results being validated on the LIMS and available to requestors	Chief Operating Officer	Red <85%, Amber >=85% & < 90%, Green >=90%	3.9

Indicator	Definition	Responsible Exec	RAG Criteria	DQ Kitemark Score
Productivity				
Length of Stay	The average length of stay for patients, in days.	Chief Operating Officer	Red Top 25% of Trusts, Amber 50-75% of Trusts, Green Better than mean	2.0
Stranded Patients LoS >=7	The average number of patients (excluding Maternity) who have been in hospital 7 days or more.	Chief Operating Officer	Red >208, Amber 189-207, Green <= 189	4.1
Super Stranded Patients LoS >=21	The average number of patients (excluding Maternity) who have been in hospital 21 days or more.	Chief Operating Officer	Red >71, Amber 62-71, Green <= 62	4.1
Elective Day Case Rate	The number of patients admitted for planned procedure and leave same day as a % of all procedures.	Chief Operating Officer	Red < 83%, Amber <87% & >=83%, Green >= 87%	1.0
Bed Occupancy	Average percentage of available beds which were occupied overnight.	Chief Operating Officer	Red >=95%, Amber 85-95%, Green <85%	2.3
Discharges before 1pm	Number of discharges from hospital which happened before 1 pm.	Chief Operating Officer	Red = Outside control limits, Green = Inside control limits	2.3
New to Follow-up Ratio	The ratio between New and Follow Up Outpatient appointments. Benchmarking data is from HED, which has a subtly different calculation, which can result in very small differences in numbers.	Chief Operating Officer	Red < 50 th Percentile England, Amber 50 – 25 th Percentile, Green Upper Quartile England	2.4
DNA Follow-up	This is the % of Follow-up Outpatient appointments where the patient does not attend.	Chief Operating Officer	Red < 50 th Percentile England, Amber 50 – 25 th Percentile, Green Upper Quartile England	2.6
DNA New	This is the % of New Outpatient appointments where the patient does not attend.	Chief Operating Officer	Red < 50 th Percentile England, Amber 50 – 25 th Percentile, Green Upper Quartile England	2.6
Covid-19				
COVID-19	For Covid-19 patients – average number in hospital, number who died, number discharged to usual place of residence	Chief Operating Officer	RAG criteria subjective – Executive informed.	To be confirmed

Indicator	Definition	Responsible Exec	RAG Criteria	DQ Kitemark Score
To be in the top 20% of employers				
Engagement				
Staff FFT Treatment	Percentage of staff recommending the Trust as a place to receive care or treatment as part of the staff Friends and Family Test.	Director of Human Resources	Red <Yorkshire &Humber, Green >Yorkshire &Humber	4.4
Staff FFT Work	Percentage of staff recommending the Trust as a place to work as part of the staff Friends and Family Test.	Director of Human Resources	Red <Yorkshire &Humber, Green >Yorkshire &Humber	4.4
Appraisal Rate Non-medical	Percentage of eligible staff employed at the Trust who have had an appraisal in the last 12 months.	Director of Human Resources	Red <75%, Amber >=75% and <95%, Green >=95%	5.0
Contacts with Advocacy service	Percentage of Staff Advocate Service Contacts resulting in investigations.	Director of Human Resources	New metric in a phase of trending therefore RAG criteria subjective. – Executive informed.	3.6
Harassment & Bullying outcomes	Percentage of Harassment and Bullying related Contacts resulting in disciplinary action.	Director of Human Resources	New metric in a phase of trending therefore RAG criteria subjective. – Executive informed.	4.6
Training & Development				
New Starter Training	Percentage of new staff who are compliant with mandatory training requirements.	Chief Medical Officer	Red < 90%, Amber >=90% & <100%, Green = 100%	4.4
Refresher Training	Percentage of staff who are compliant with mandatory training requirements.	Chief Medical Officer	Red < 75%, Amber >=75% & <85%, Green >= 85%	4.4

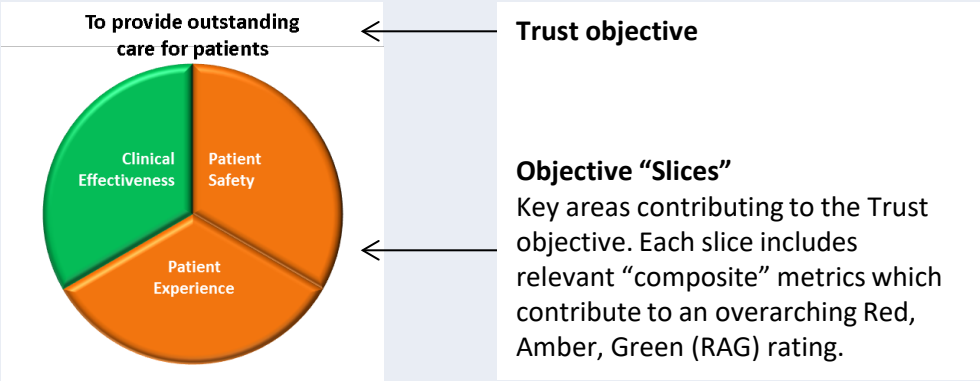
Indicator	Definition	Responsible Exec	RAG Criteria	DQ Kitemark Score
Staffing				
Care Staff Shifts filled	Percentage of time care staff staffing hours are filled compared with planned.	Chief Nurse	Red < 80%, Amber 80% – 95%, Green > 95%	3.7
Care Staff Care Hours	Total of the actual number care staff hours for the month divided by the total number of patients who were an inpatient at midnight for each day of that month.	Chief Nurse	Red = Lower two quartiles, Green = Upper two quartiles	3.7
Nursing Care Hours	Total of the actual number of Registered Nurse / Midwife hours for the month divided by the total number of patients who were an inpatient at midnight for each day of that month.	Chief Nurse	Red = Lower two quartiles, Green = Upper two quartiles	3.7
Use of Agency Staff	Agency Full Time Equivalents (FTE's) as a percentage of all FTE's.	Director of Human Resources	RAG criteria subjective.	4.0
Staff Turnover	Number of employees who have left the organisation in the past 12 months as a percentage of the average number of employees over the same period.	Director of Human Resources	Red > 14%, Amber 12% – 14%, Green < 12%	4.0
Maternity patients receiving 1:1 care	Percentage of maternity patients receiving one-to-one care	Chief Nurse	RAG Criteria being reviewed.	To be confirmed
Equality & Diversity				
BAME Senior Leaders	Percentage of staff employed in Band 8+ Senior Manager roles at the Trust who are of Black, Asian or Minority Ethnic (BAME) background.	Director of Human Resources	Red >=2% below Trajectory Target, Amber >2% of Target, Green >= Target	4.6
BAME Workforce	Percentage of staff employed at the Trust who are of Black, Asian or Minority Ethnic (BAME) background.	Director of Human Resources	Red >=2% below Trajectory Target, Amber >2% of Target, Green >= Target	5.0
Health & Wellbeing				
Staff Sickness Absence	Percentage of staff time lost due to sickness in a given period (the reported month, year to date is the previous 12 months rolling average for which the Trust target is 4.5%.	Director of Human Resources	Red >1% point above Target, Amber within 1% point above Target, Green <= Target	4.0
Frontline Staff Flu Vaccination	Flu vaccine uptake percentage amongst frontline staff	Director of Human Resources	RAG Criteria being reviewed.	4.6

Indicator	Definition	Responsible Exec	RAG Criteria	DQ Kitemark Score
To collaborate effectively with local and regional partners				
Partnership				
Stakeholder Engagement	The Hospital’s systematic approach to stakeholder management identifies key external partners, and for each an executive sponsor and an account manager has been identified, with responsibility for maintaining/improving the health of the relationship.	Director of Strategy & Integration	RAG rating subjectively agreed by the committee	Qualitative Metric
Vertical Integration	Working with local partners and contribute to the formal establishment of a responsive, integrated care system.	Director of Strategy & Integration	RAG rating subjectively agreed by the committee	Qualitative Metric
Horizontal Integration	Working with other providers to ensure resilient services, reduce outcome variation, address workforce shortages, and achieve efficiencies. Contribute to the establishment of an effective Integrated Care System in West Yorkshire and Harrogate.	Director of Strategy & Integration	RAG rating subjectively agreed by the committee	Qualitative Metric
Airedale Collaboration	Working with Airedale NHS Foundation Trust to collaborate effectively to improve the services offered to patients, ensuring they are more resilient. The programme will address workforce shortages together.	Director of Strategy & Integration	RAG rating subjectively agreed by the committee	Qualitative Metric

Indicator	Definition	Responsible Exec	RAG Criteria	DQ Kitemark Score
To be a continually learning organisation				
Learning Hub				
Learning Hub Progress	Progress on embedding the Learning Hub in the Trust against the plan.	Director of Strategy and Integration	RAG criteria subjective – Executive informed.	Qualitative Metric
Research				
Research patients recruited	Number of patients recruited to studies against the planned recruitment.	Chief Medical Officer	Red <60%, Amber >=60% & <80%, Green >=80%	4.0
Governance				
Duty of Candour	Patient informed duty of candour.	Director of Strategy and Integration	Red > 0, Green = 0	4.0
Information Governance Breaches	The number of reported breaches of information governance standards.	Chief Digital and Information Officer	Red > 6, Amber <=6 & > 2, Green <=2	3.7
Out of Date Policies	Percentage of policies that are currently out of date.	Director of Strategy and Integration	Red < 95%, Amber >=95% & <100%, Green = 100%	3.3

Dashboard Key

Summary Charts



RAG Rating Calculations

Objective Slice RAG
Weighted score of composite metric RAGs within a slice divided by the number of composite indicators within a slice.

Red =< 1.5
Amber > 1.5
Green => 2.5

Metric RAG
Each metric has separate RAG criteria updated on a monthly basis by Responsible Owners as defined in the Metric glossary. This demonstrates the current status of the metric.

DQ Kite Mark
RAG status of assurance of the data quality of the information being presented – average score RAG rated across 7 domains; timeliness, audit, reliability, relevance, granularity, validation and completeness.

DQ Score	Summary
1	Insufficient systems, processes or documentation available to provide assurance on the asset (i.e. dataset).
2	Limited systems, process and documentation are available and therefore assurance is limited.
3	Systems, processes and documentation are available and the asset has been locally verified to provide assurance.
4	Full systems, processes and documentation are available and the asset has been locally verified to provide assurance.
5	Full systems, processes and documentation are available and the asset has been independently verified with full assurance provided.

Statistical Process Control (SPC) Chart
The information is generally presented using “control limits” to determine whether any one month is statistically high or low. The average is calculated over the first 12 months, and after this time if there is a period of 8 months in a row which are all above (or below) the average, a new average and control limits are calculated from this point.

Benchmarking
The majority of benchmarking charts show information for the most recently available period. The range of other Acute Trusts values are split into 4 quartiles, showing the range of the bottom 25% of Trust values, 25-50% of Trust values etc. The value for Bradford Teaching Hospitals is shown alongside a single value looking at the average of Acute trusts in Yorkshire and Humber.