

# Trust Performance Report Month 9

Trust Board  
8<sup>th</sup> February 2018



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# Mortality



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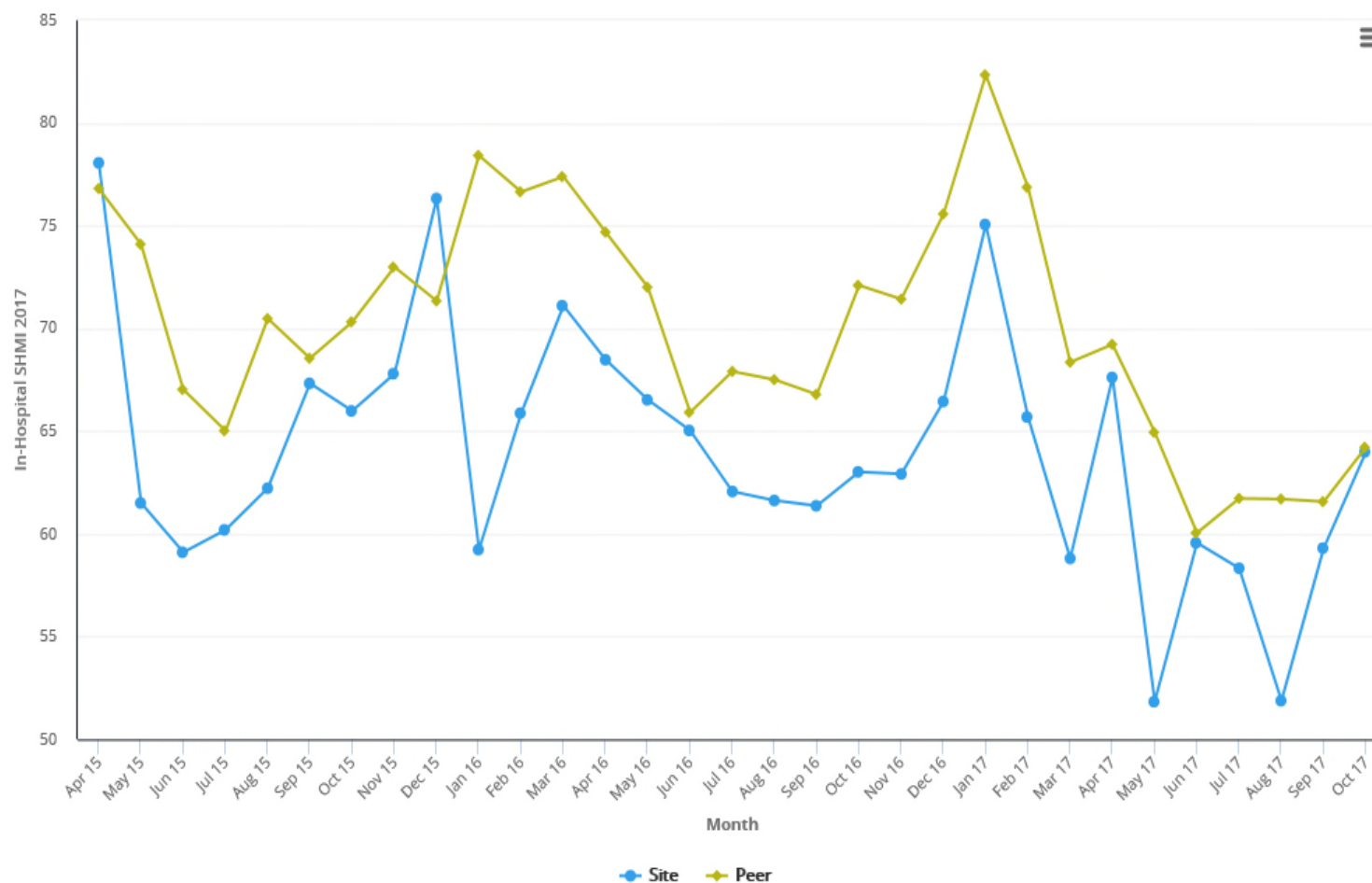
# Mortality HSMR



**Trust HSMR performance against the Large Acute HES peer.**

**The HSMR has been below the HES peer since January 2017. There is a spike upwards for September and October 2017 above the HES peer group. This spike is also seen in the risk adjusted systems but is not as pronounced**

# Mortality In Hospital SHMI

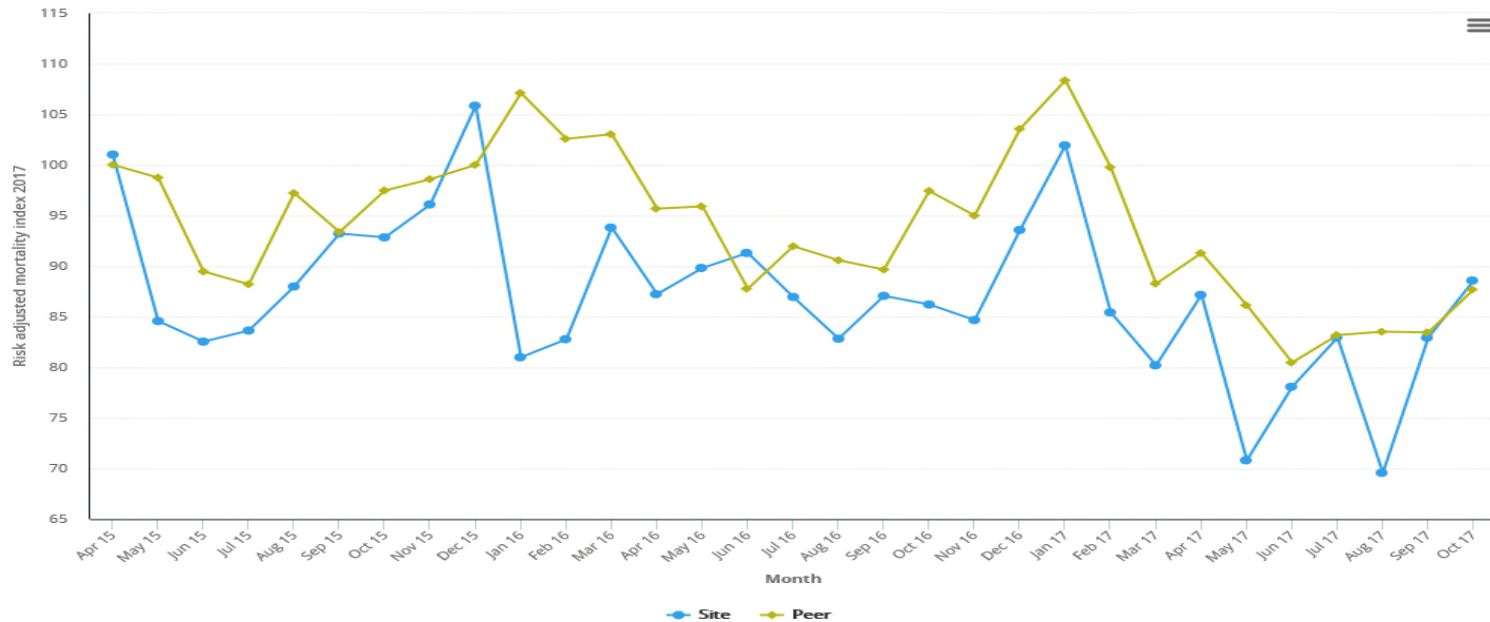


## In Hospital SHMI\*\*

Since December 2015 the In Hospital SHMI has been consistently below the Large Acute HES Peer. There is a spike upwards in October but the Trust remains just below the peer.

**\*\*Please note this data covers only in Hospital deaths**

# Mortality RAMI



## Risk Adjusted Mortality Index

Since May 2016 the RAMI has been consistently below the Large Acute HES Peer. There is a spike upwards in October but the Trust remains just above the peer. There are no alerts for the reporting period

\* Please see heat map

Description	Site Numerator	Current Period	Tariff (£) without MFF	Previous Period	Change	Peer Value	Performance	Alert
Mortality Rate	4365	1.1120%		1.0980%	1.2822%	1.2810%		
Risk adjusted mortality index 2017	4365	87.09		89.33	-2.5103%	94.14		
HSMR	4025	89.95		91.60	-1.8087%	94.82		
In-Hospital SHMI 2017	4365	63.98		64.70	-1.1187%	70.20		



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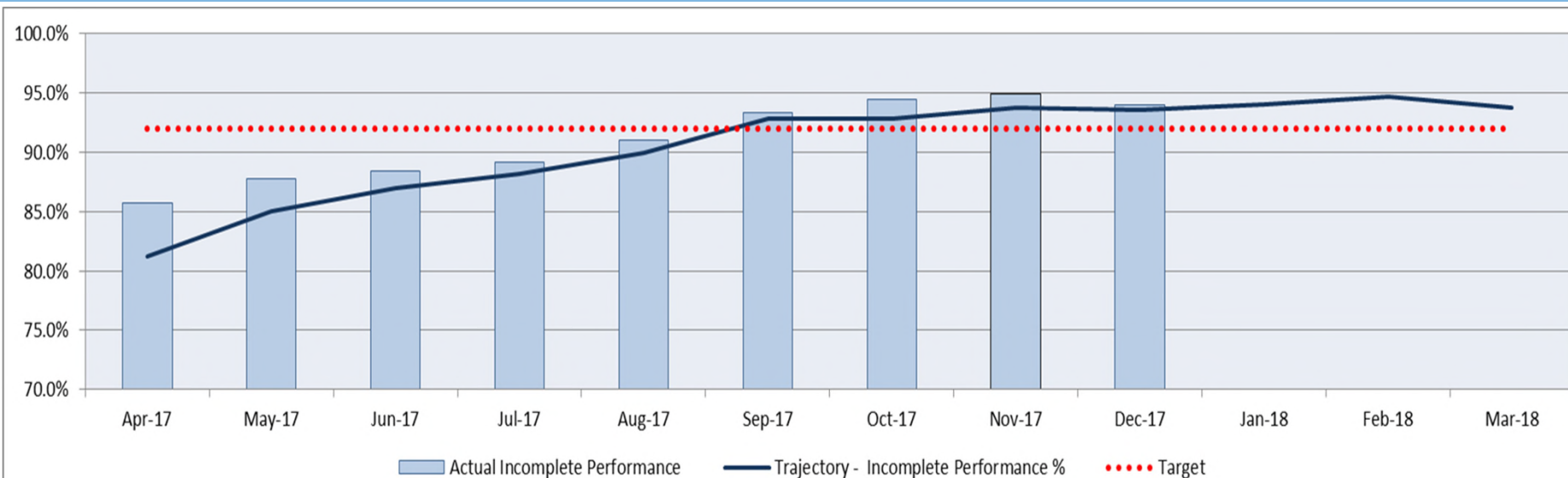
The spike in deaths has been due to a greater number than expected of deaths from respiratory conditions; that was identified rapidly, and have already responded by focusing our quarterly mortality review on this area.

RTT



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# RTT 2017/2018 Trajectory

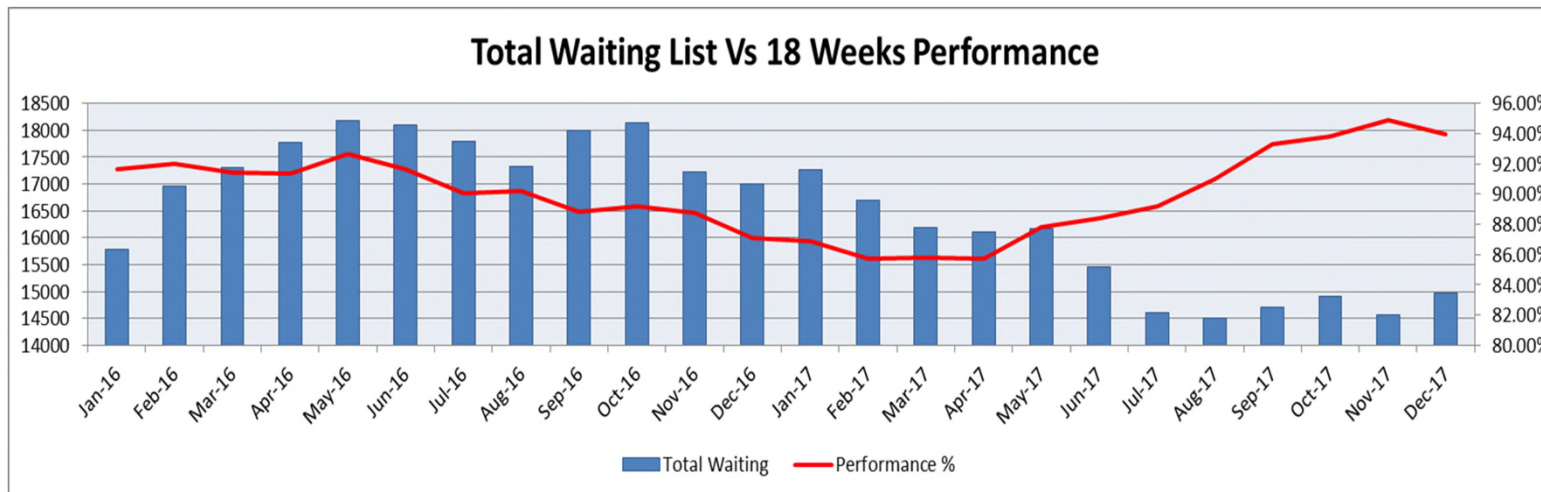
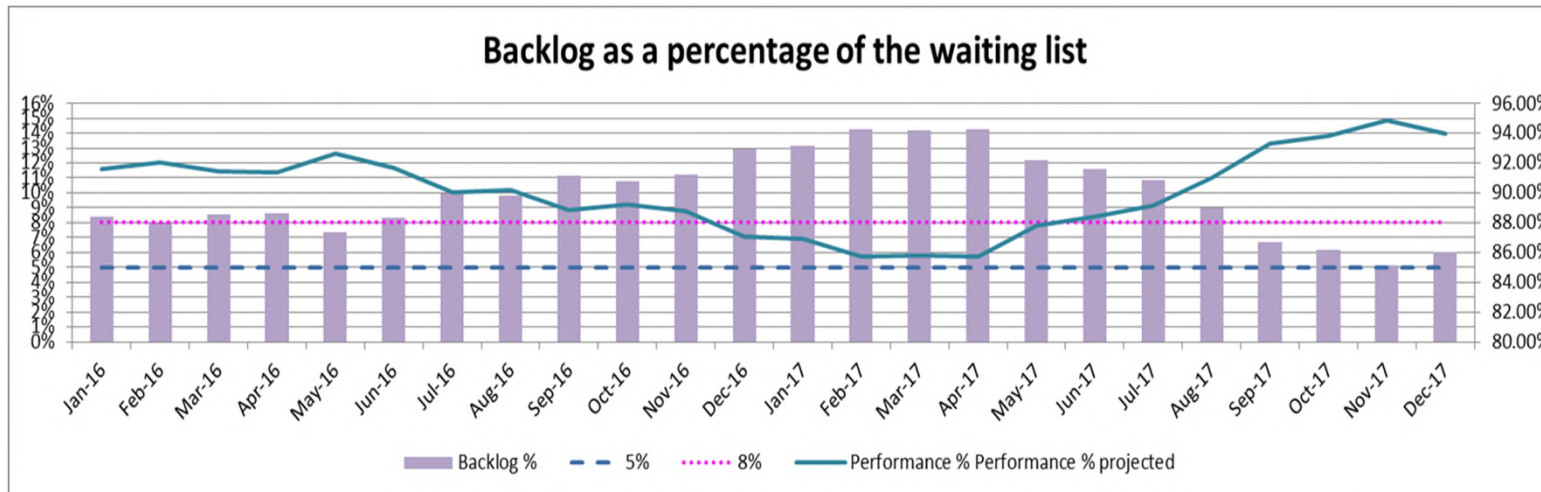


	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18
Referral to treatment Incomplete Trajectory - >18 w weeks	3,042	2,431	2,080	1,862	1,654	1,201	1,159	1,017	1,044	973	865	1,012
Referral to treatment Incomplete Trajectory - Total patients	16,224	16,220	16,000	15,800	16,400	16,600	16,000	16,150	16,100	16,300	16,200	16,150
Trajectory - Incomplete Performance %	81.3%	85.0%	87.0%	88.2%	89.9%	92.8%	92.8%	93.7%	93.5%	94.0%	94.7%	93.7%
Referral to treatment Incomplete Actual - >18 w eeks	2297	1974	1795	1581	1303	983	827	745	900			
Referral to treatment Incomplete Actual - Total patients	16107	16178	15456	14608	14507	14704	14799	14556	14965			
Actual Incomplete Performance	85.7%	87.8%	88.4%	89.2%	91.0%	93.3%	94.4%	94.9%	94.0%			

The table and graph above show the trajectory of performance for 2017/18 along with the projected list size and 18 week breaches per month.



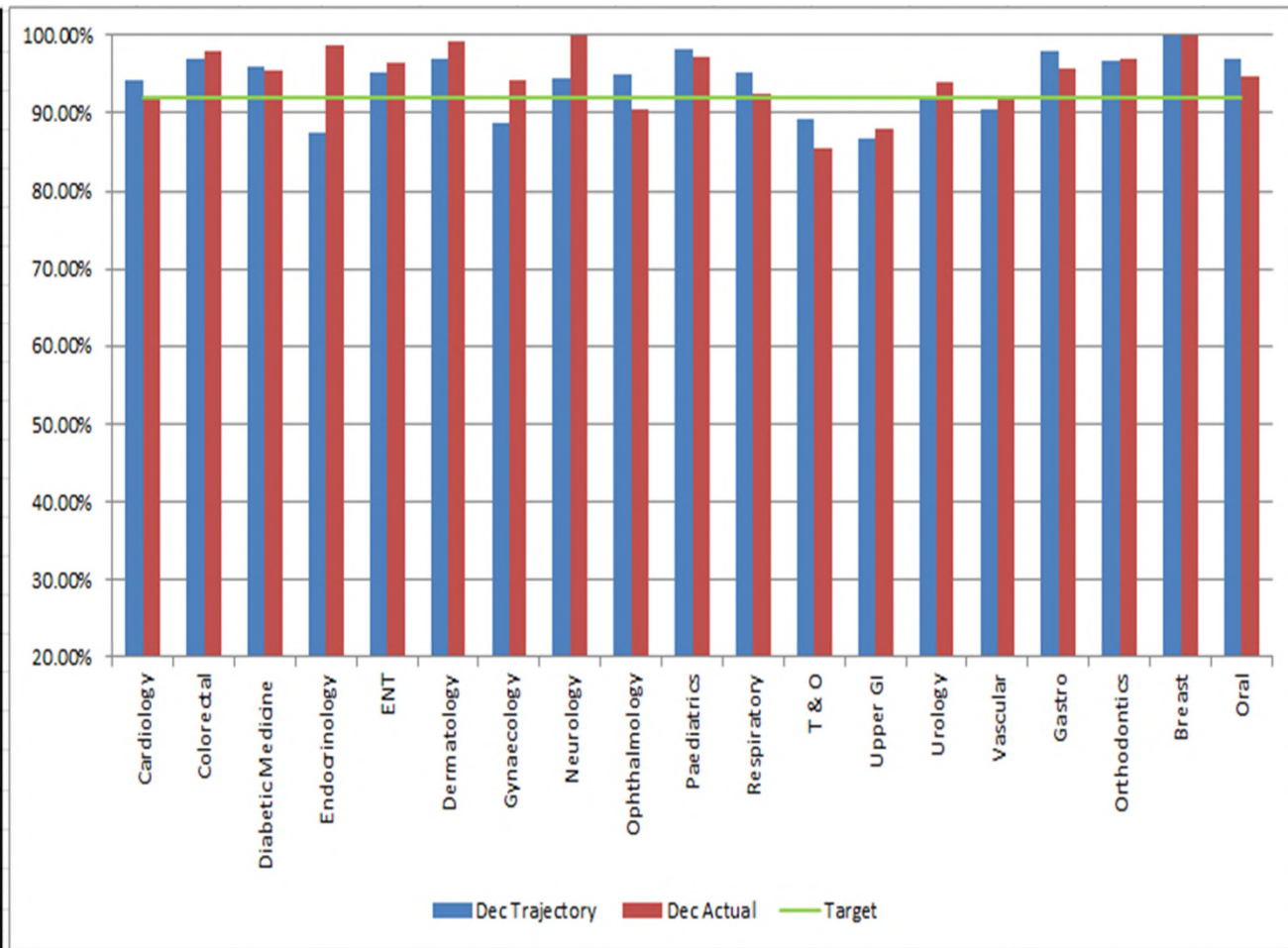
# RTT Summary December 2017





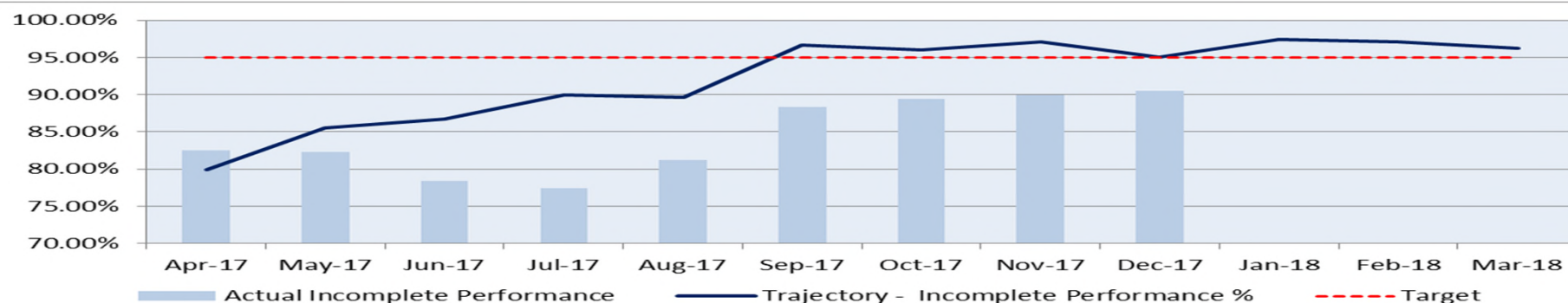
# Speciality Performance Against Trajectory Combined

Specialty	Dec Trajectory	Dec Actual	Variance
Cardiology	94.21%	92.03%	-2.17%
Colorectal	96.84%	98.01%	1.17%
Diabetic Medicine	96.05%	95.56%	-0.50%
Endocrinology	87.41%	98.67%	11.25%
ENT	95.25%	96.58%	1.34%
Dermatology	97.08%	99.29%	2.21%
Gynaecology	88.63%	94.23%	5.60%
Neurology	94.58%	100.00%	5.42%
Ophthalmology	94.99%	90.52%	-4.48%
Paediatrics	98.22%	97.17%	-1.05%
Respiratory	95.29%	92.44%	-2.85%
T & O	89.16%	85.52%	-3.64%
Upper GI	86.85%	87.97%	1.12%
Urology	91.63%	94.03%	2.40%
Vascular	90.48%	91.64%	1.16%
Gastro	97.91%	95.65%	-2.26%
Orthodontics	96.77%	96.88%	0.10%
Breast	100.00%	100.00%	0.00%
Oral	96.96%	94.81%	-2.15%
<b>Total Incompletes</b>	<b>16100</b>	<b>14965</b>	<b>-1135</b>
<b>&lt;18</b>	<b>15056</b>	<b>14065</b>	<b>-991</b>
<b>BACKLOG</b>	<b>1044</b>	<b>900</b>	<b>-144</b>
<b>Total Performance</b>	<b>93.51%</b>	<b>93.99%</b>	<b>0.47%</b>

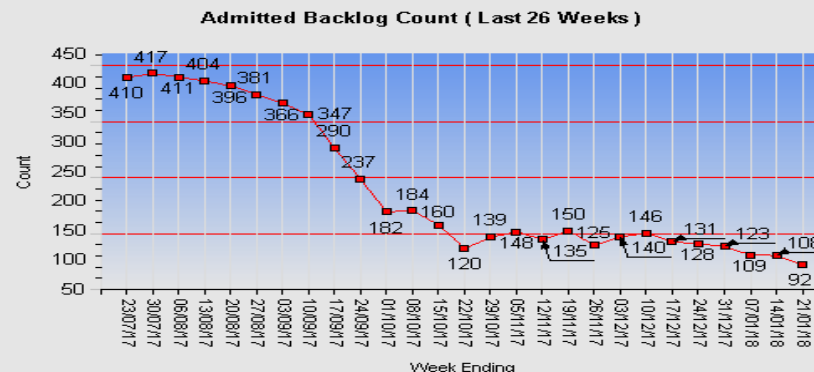
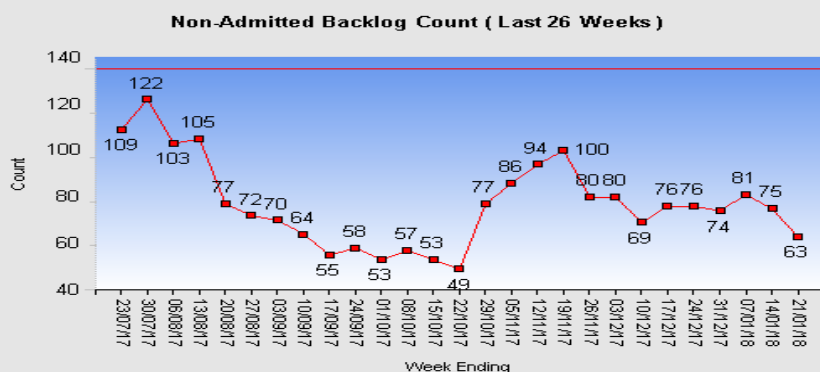


The above table and graph shows performance by speciality against trajectory and the variance from plan for the combined performance

# RTT - Ophthalmology



Ophthalmology	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18
Referral to treatment Incompletes Trajectory - >18 weeks	570	405	356	257	279	84	101	71	132	67	76	98
Referral to treatment Incompletes Trajectory - Total patients	2842	2807	2673	2561	2688	2495	2517	2451	2637	2634	2641	2580
Trajectory - Incomplete Performance %	79.94%	85.57%	86.68%	89.96%	89.62%	96.63%	95.99%	97.10%	94.99%	97.46%	97.12%	96.20%
Referral to treatment Incompletes Actual - >18 weeks	453	473	539	531	445	263	229	214	193			
Referral to treatment Incompletes Actual - Total patients	2597	2667	2492	2349	2371	2246	2170	2135	2035			
Actual Incomplete Performance	82.56%	82.26%	78.37%	77.39%	81.23%	88.29%	89.45%	89.98%	90.52%			
Forecast Incomplete Performance	82.56%	82.26%	78.37%	80.90%	80.15%	79.24%	78.35%	77.48%	76.64%	75.79%	74.98%	74.20%

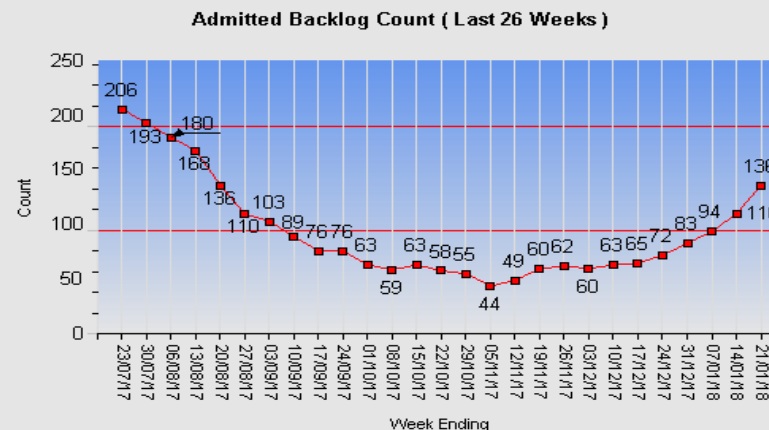
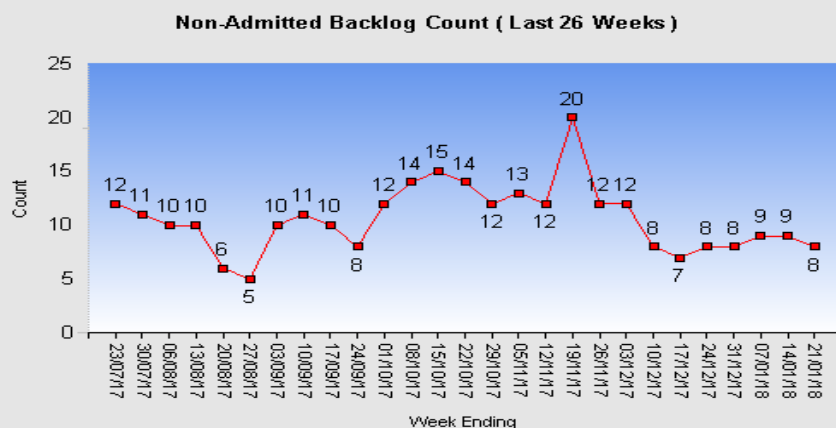


Ophthalmology has struggled to hit the operational targets , however the backlog is improving. Additional activity was scheduled during September & October to assist in clearing 18 week backlog, this shows an improvement in performance which is sustained into December

# RTT – Trauma & Orthopaedic



Trauma & Orthopaedic	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18
Referral to treatment Incompletes Trajectory - >18 w weeks	511	465	342	244	185	97	74	80	97	92	81	73
Referral to treatment Incompletes Trajectory - Total patients	1259	1191	1087	996	931	840	772	807	895	783	685	605
Trajectory - Incomplete Performance %	59.41%	60.96%	68.54%	75.50%	80.13%	88.45%	90.41%	90.09%	89.16%	88.25%	88.18%	87.93%
Referral to treatment Incompletes Actual - >18 w weeks	466	351	265	222	134	92	75	90	105			
Referral to treatment Incompletes Actual - Total patients	1045	908	820	844	748	669	645	671	725			
Actual Incomplete Performance	55.41%	61.34%	67.68%	73.70%	82.09%	86.25%	88.37%	86.59%	85.52%			



# January Projected RTT Performance

## Admitted Incomplete Pathways

	Open Clocks		
	Total Open Clocks	18+ Wks	Performance %
<b>Reporting Specialty</b>			
Cardiology	127	33	74.02
Cardiothoracic Surgery	4	2	50.00
Dermatology	2		100.00
Ear, Nose & Throat (ENT)	238	29	87.82
Gastroenterology	8		100.00
General Medicine	8		100.00
General Surgery	647	153	76.35
Geriatric Medicine	3	1	66.67
Gynaecology	219	39	82.19
Neurology			
Neurosurgery			
Ophthalmology	709	107	84.91
Oral Surgery	198	57	71.21
Other	119	13	89.08
Plastic Surgery			
Thoracic Medicine	24	1	95.83
Trauma & Orthopaedics	544	163	70.04
Urology	387	77	80.10
	<b>3,237</b>	<b>675</b>	<b>79.15</b>

## Non Admitted

	Open Clocks		
	Total Open Clocks	18+ Wks	Performance %
	654	57	91.28
	30		100.00
	683	8	98.83
	1847	110	94.04
	1149	52	95.47
	590	21	96.44
	1599	45	97.19
	179	6	96.65
	1052	38	96.39
	23		100.00
	1439	62	95.69
	456	5	98.90
	715	37	94.83
	444	37	91.67
	239	9	96.23
	999	21	97.90
	<b>12,098</b>	<b>508</b>	<b>95.80</b>

## Combined

	Open Clocks		
	Total Open Clocks	18+ Wks	Performance %
	781	90	88.48
	34	2	94.12
	685	8	98.83
	2085	139	93.33
	1157	52	95.51
	598	21	96.49
	2246	198	91.18
	182	7	96.15
	1271	77	93.94
	23		100.00
	2148	169	92.13
	654	62	90.52
	834	50	94.00
	468	38	91.88
	783	172	78.03
	1386	98	92.93
	<b>15,335</b>	<b>1,183</b>	<b>92.29</b>

Januaries predicted combined incomplete performance is currently at 92.29%, with overall performance being driven by the admitted pathway. The figures above are subject to month end validation.

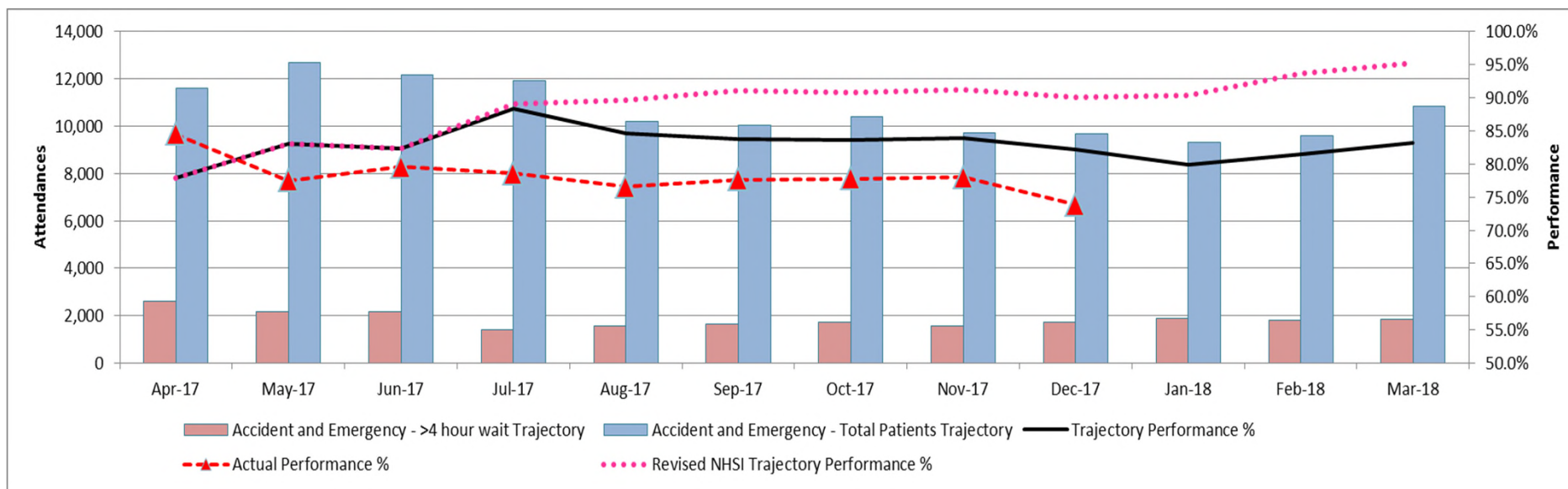
The operational plan target for is 94%

# Urgent Care Update



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# A&E 2017-2018 Trust Trajectory



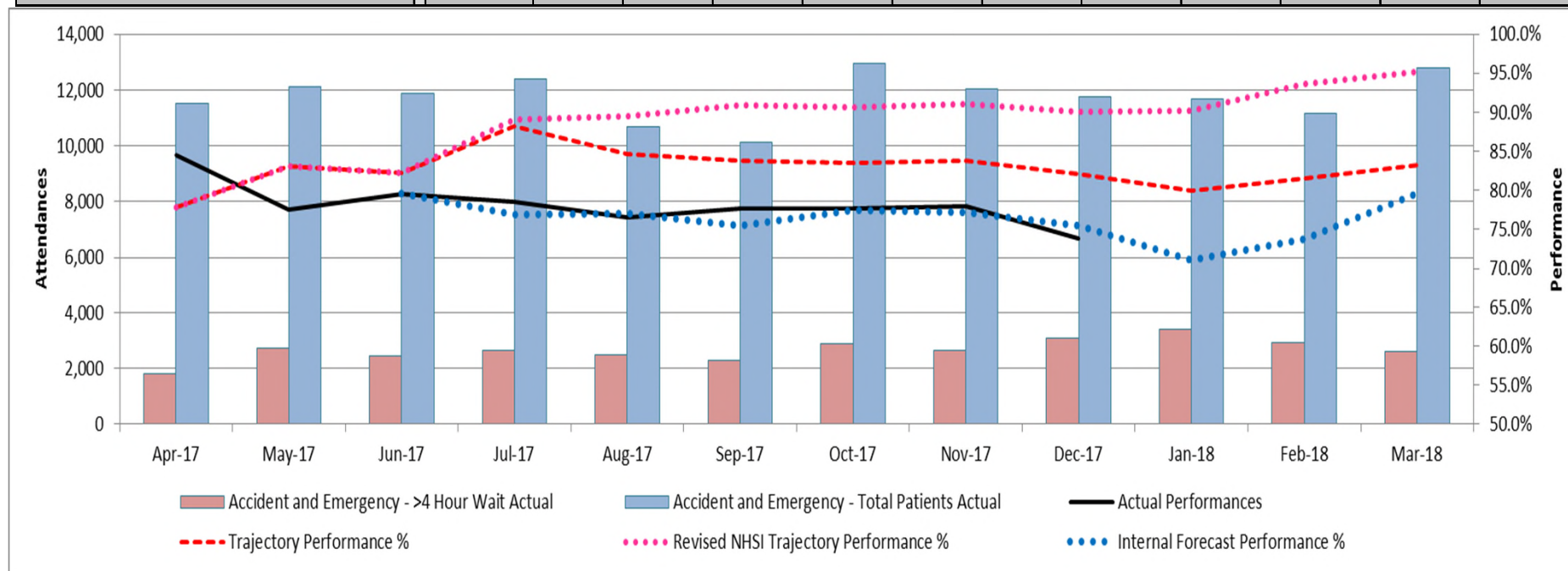
	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18
Accident and Emergency - >4 hour wait Trajectory	2,570	2,141	2,153	1,402	1,569	1,627	1,712	1,563	1,725	1,863	1,776	1,818
Accident and Emergency - Total Patients Trajectory	11,602	12,654	12,126	11,919	10,201	10,012	10,400	9,692	9,667	9,289	9,583	10,810
Trajectory Performance %	77.8%	83.1%	82.2%	88.2%	84.6%	83.7%	83.5%	83.9%	82.2%	79.9%	81.5%	83.2%
Revised NHSI Trajectory Performance %	77.8%	83.1%	82.2%	89.0%	89.6%	91.0%	90.7%	91.1%	90.0%	90.3%	93.7%	95.2%
Accident and Emergency - >4 Hour Wait Actual	1786	2721	2429	2654	2496	2265	2878	2650	3079			
Accident and Emergency - Total Patients Actual	11520	12106	11877	12391	10663	10133	12932	12036	11766			
Actual Performance %	84.5%	77.5%	79.5%	78.6%	76.6%	77.6%	77.7%	78.0%	73.8%			

The table and graph above show the A&E trajectory of performance for 2017/18 along with the projected attendances and breaches by month based on the Trusts internal trajectory. Decembers actual performance was 73.8% against a target of 82.2%. As of October 2017 the Shropshire Minor Injury Unit attendances have been mapped to the Trust.



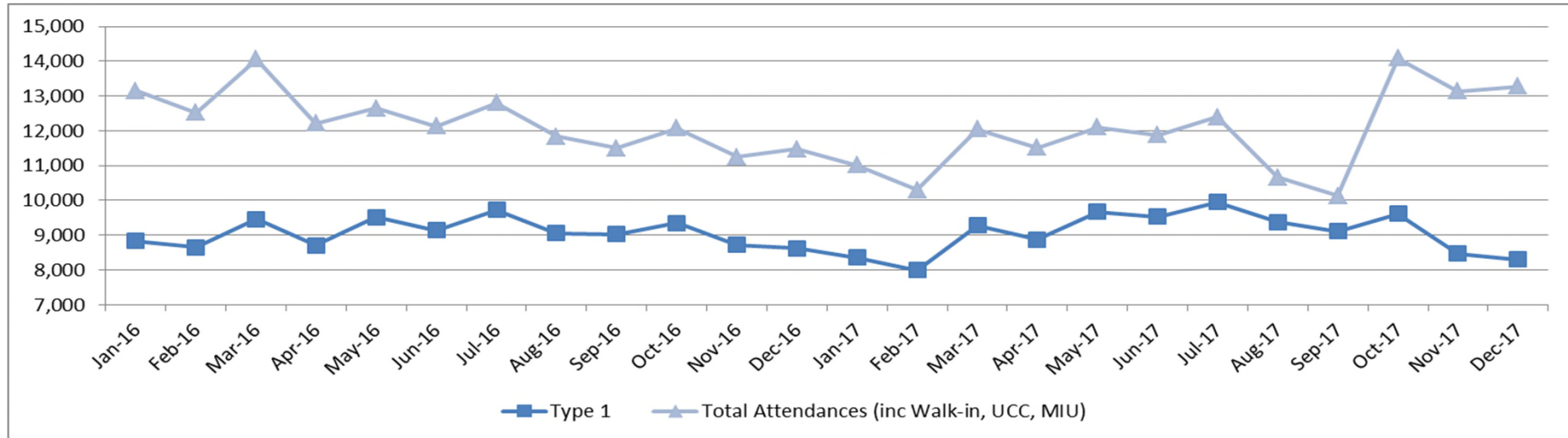
# A&E 2017-2018 Trust Trajectory vs Current Forecast

	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18
Accident and Emergency - >4 Hour Wait Actual	1,786	2,722	2,429	2,654	2,496	2,265	2,878	2,650	3,079	3,385	2,933	2,608
Accident and Emergency - Total Patients Actual	11,520	12,106	11,879	12,391	10,663	10,133	12,932	12,036	11,766	11,688	11,167	12,793
Actual Performances	84.5%	77.5%	79.6%	78.6%	76.6%	77.6%	77.7%	78.0%	73.8%			
Internal Forecast Performance %				76.9%	77.0%	75.5%	77.6%	77.2%	75.5%	71.0%	73.7%	79.6%
Trajectory Performance %	77.8%	83.1%	82.2%	88.2%	84.6%	83.7%	83.5%	83.9%	82.2%	79.9%	81.5%	83.2%
Revised NHSI Trajectory Performance %	77.8%	83.1%	82.2%	89.0%	89.6%	91.0%	90.7%	91.1%	90.0%	90.3%	93.7%	95.2%



Please note the community MIU figures have been added to the attendances as of October 2017. The Trusts current performance is in line with the predictions developed in June

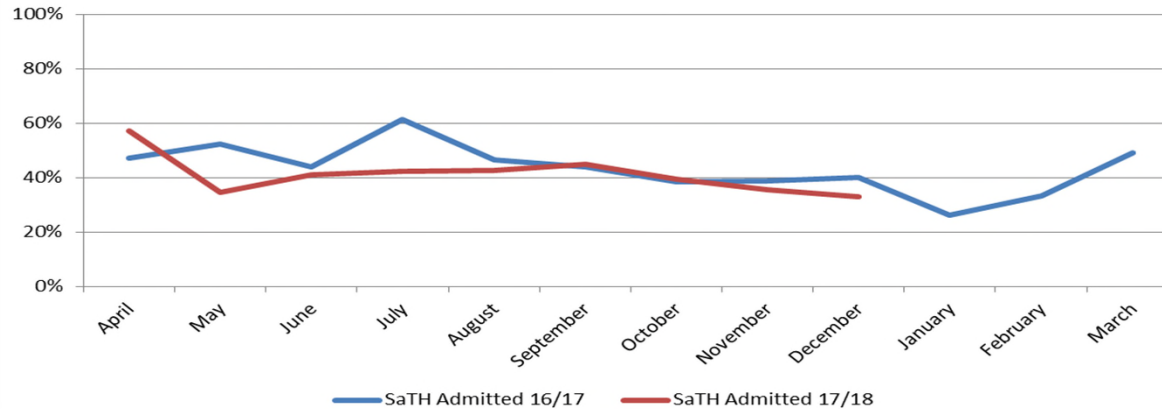
# A/E Performance



		Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Total
Planned Trajectory	Attendance	11602	12654	12126	11919	10201	10012	10400	9692	9667	9289	9583	10810	127955
	>4 Hour Wait	2570	2141	2153	1402	1569	1627	1712	1563	1725	1863	1776	1818	21919
	Performance	77.85%	83.08%	82.24%	88.24%	84.62%	83.75%	83.54%	83.87%	82.16%	79.94%	81.47%	83.18%	82.87%
Actual Performance	ED Attendance	11520	12106	11878	12391	10663	10133	10764	10086	10031				99572
	MIU Attendance							2168	1950	1735				5853
	>4 SATH Non-Admitted	827	1192	1093	1311	1218	1046	1515	1196	1564				10962
	>4 SATH Admitted	959	1529	1336	1343	1277	1219	1363	1453	1514				11993
	>4 RSH Non-Admitted	306	520	411	435	567	473	601	551	725				4589
	>4 RSH Admitted	537	834	794	678	711	749	783	814	824				6724
	>4 PRH Non-Admitted	521	672	682	876	651	573	914	645	839				6373
	>4 PRH Admitted	422	695	542	665	566	470	580	639	690				5269
	>4 SaTH Total	1786	2721	2429	2654	2495	2265	2878	2649	3078				22955
	>4 MIU	0	0	0	0	0	0	0	1	1				2
	SaTH Performance	84.50%	77.52%	79.55%	78.58%	76.60%	77.65%	73.26%	73.74%	69.32%	0.00%	0.00%	0.00%	76.95%
	Performance with MIU	84.50%	77.52%	79.55%	78.58%	76.60%	77.65%	77.75%	77.98%	73.83%	0.00%	0.00%	0.00%	78.22%

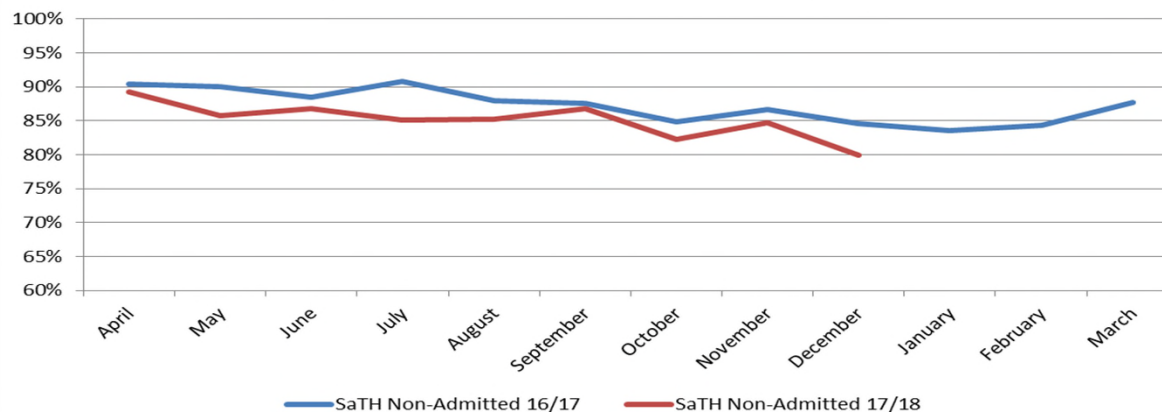
# A&E SaTH YTD Performance

**SaTH Admitted Performance**



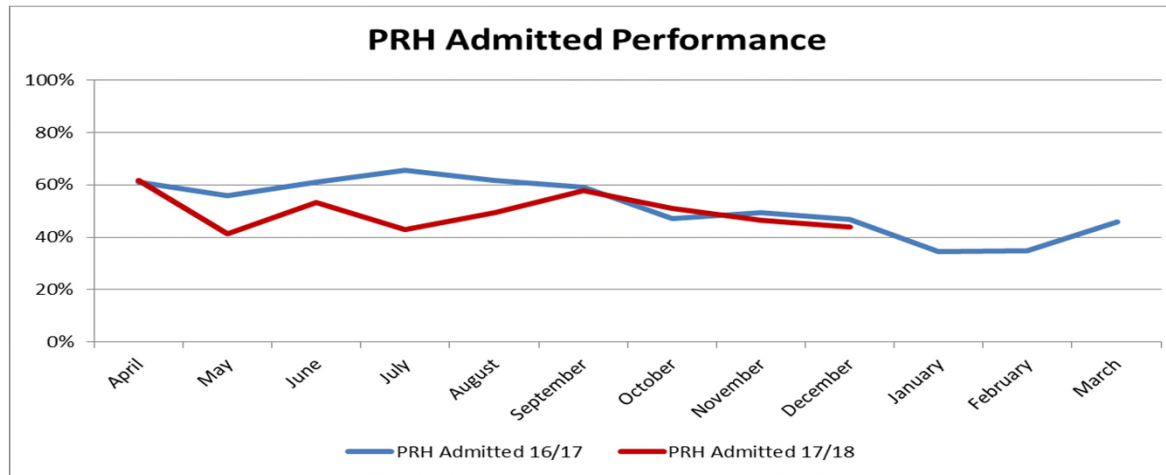
- SaTH admitted attendance year to date is up 3.17% (627 attendances) compared to same time last year.
- SaTH Admitted breaches are up 12.17% (1301 breaches)
- SaTH Admitted performance is down 4.72%

**SaTH Non-Admitted Performance**

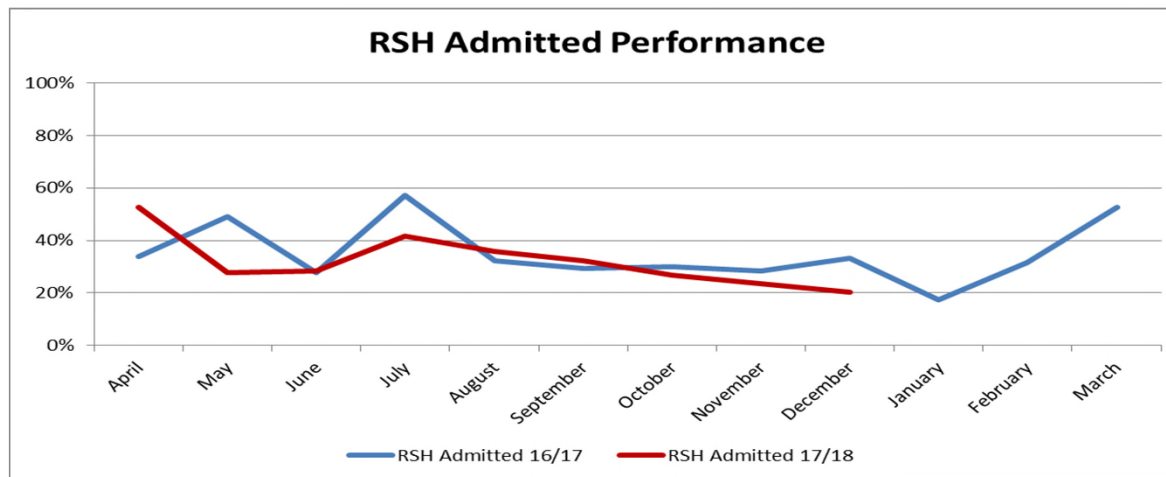


- SaTH Non-Admitted attendance year to date is up 2.4% (1724 attendances) compared to same time last year
- SaTH Non-Admitted breaches are up 27.08% (2336)
- SaTH Non-Admitted performance is down 2.9%

# A&E Admitted Attendances

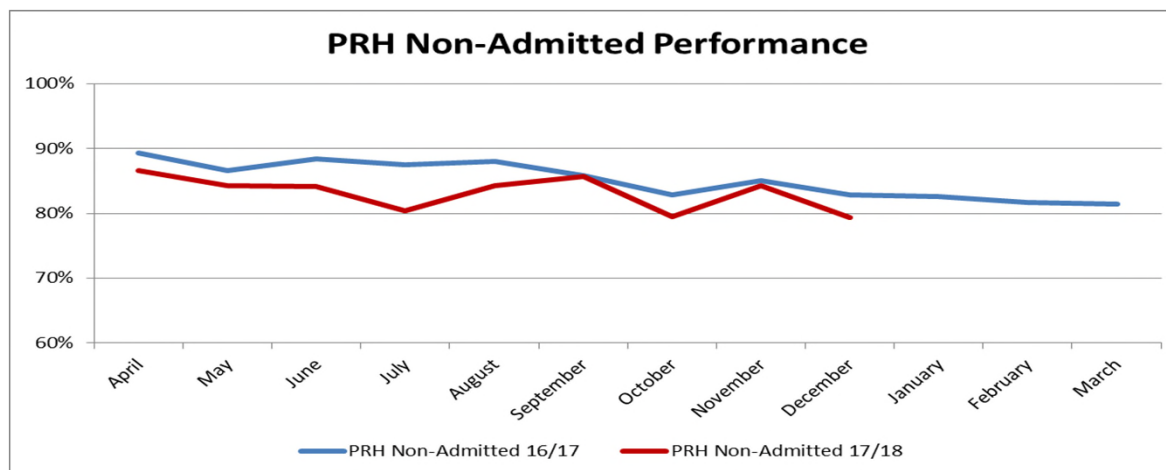


- PRH Admitted attendance is up 4.69% (55) in Dec-17 compared with Dec-16
- PRH Admitted breaches are up 10.40% (65) compared with Nov-16
- PRH Admitted performance is down 2.91% compared with Dec-16

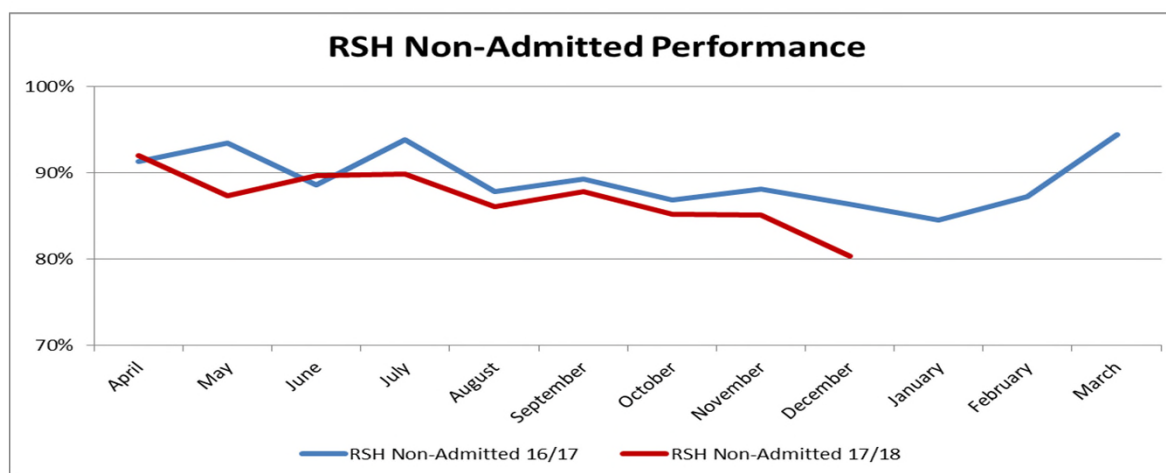


- RSH Admitted attendance is down 10.24% (-118) in Dec-17 compared with Dec-16
- RSH Admitted breaches are up 7.15% (55) compared with Dec-16
- RSH Admitted performance is down 12.94% compared with Dec-16

# A&E Non-Admitted Attendances



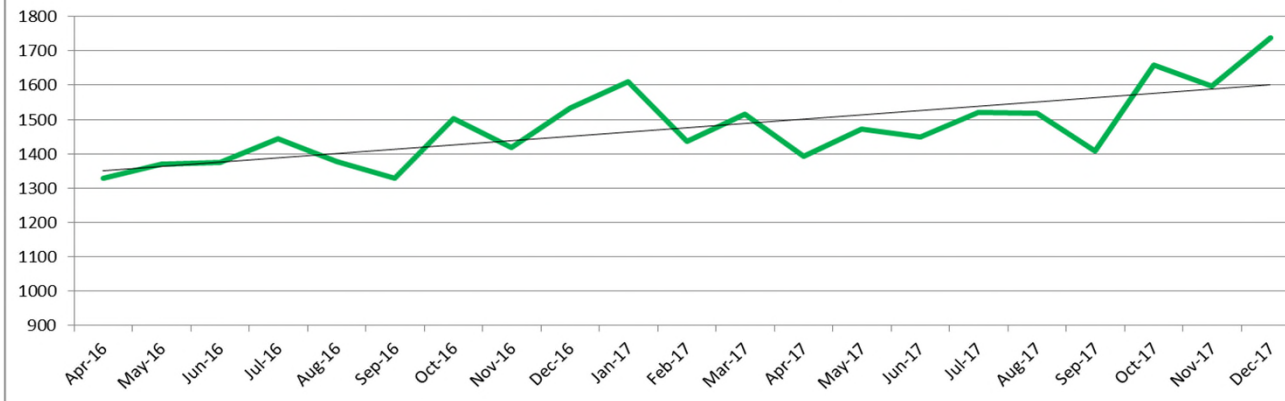
- PRH Non-Admitted attendance is up 11.44% (418) in Dec-17 compared with Dec-16
- PRH Non-Admitted breaches are up 34.03% (213) compared with Dec-16
- PRH Non-Admitted performance is down 3.47% compared with Dec-16



- RSH Non-Admitted attendance is up 0.24% (9) in Dec-17 compared with Dec-16
- RSH Non-Admitted breaches are up 44.14% (222) compared with Dec-16
- RSH Non-Admitted performance is down 5.97% compared with Dec-16

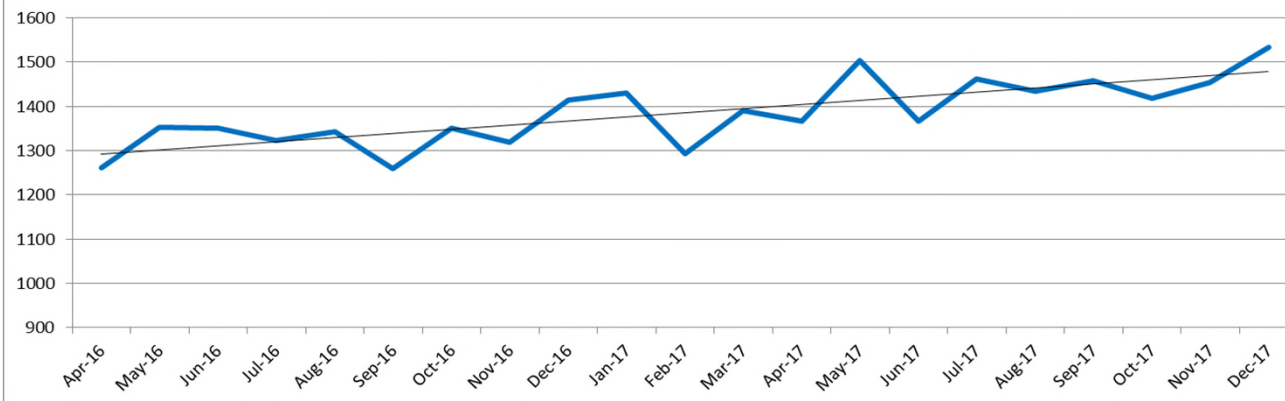
# A&E Arrivals via Ambulance

**PRH A&E Arrivals via Ambulance by Month**



- At PRH there were 13.37% (205) more arrivals via ambulance when comparing Dec-17 to Dec-16
- Ambulance arrivals were up 8.76% (140) compared to last month

**RSH A&E Arrivals via Ambulance by Month**

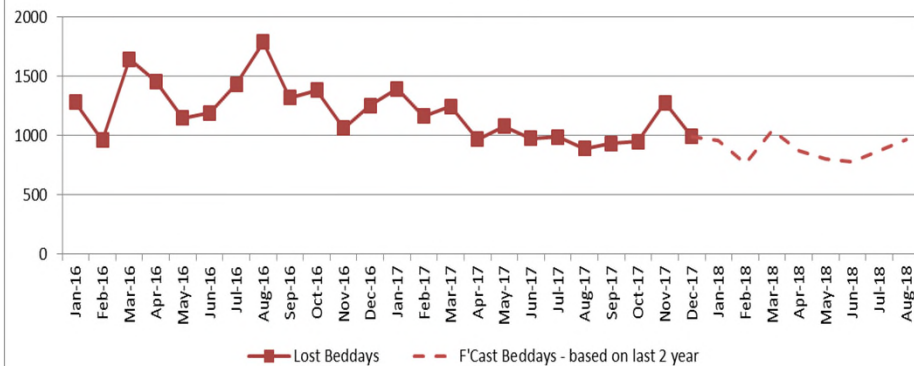


- At RSH there were 8.49% (120) more arrivals via ambulance when comparing Dec-17 to Dec-16
- Ambulance arrivals were up 5.5% (80) compared to last month

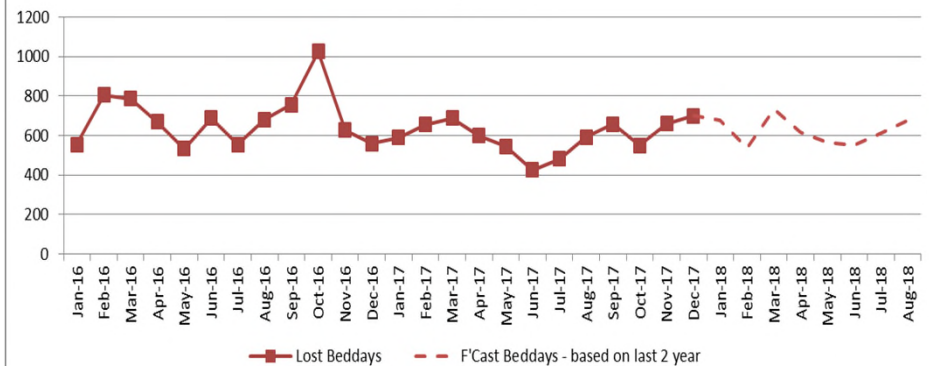


# MFFD Lost Bed Days by CCG

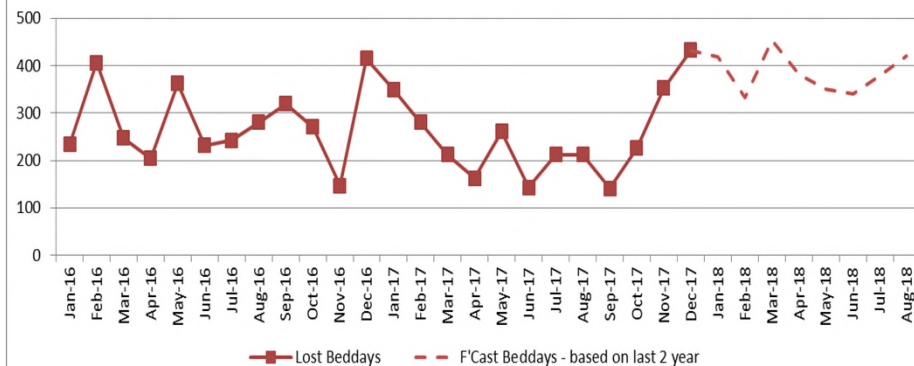
**SC Current Position  
Lost Beddays**



**TW Current Position  
Lost Beddays**



**Powys Current Position  
Lost Beddays**



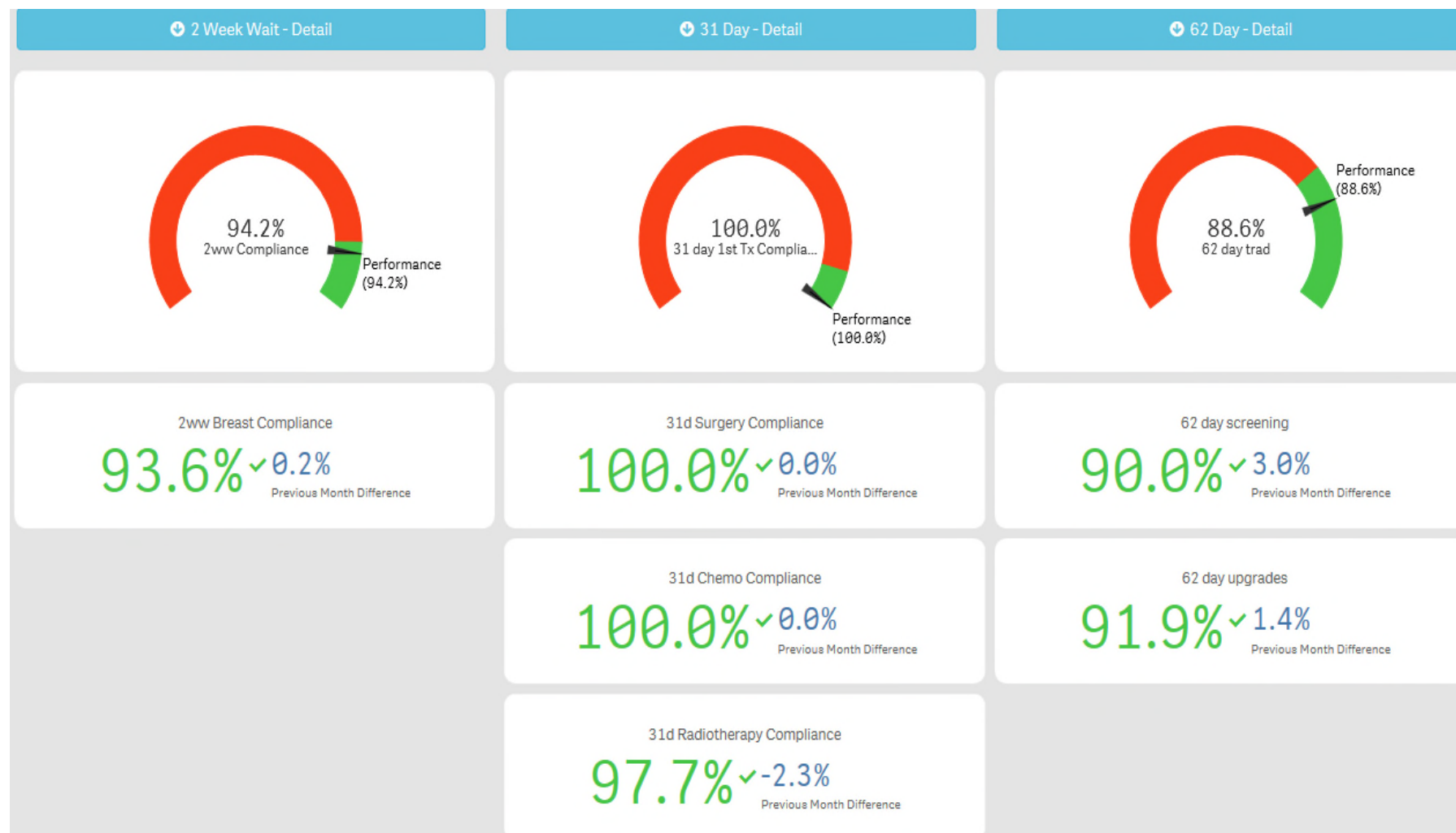
- Lost bed days were down 2.15% when comparing Dec-17 to Dec-16
- They were down 3.93% compared to the previous month of Nov-17

# Cancer and Diagnostics

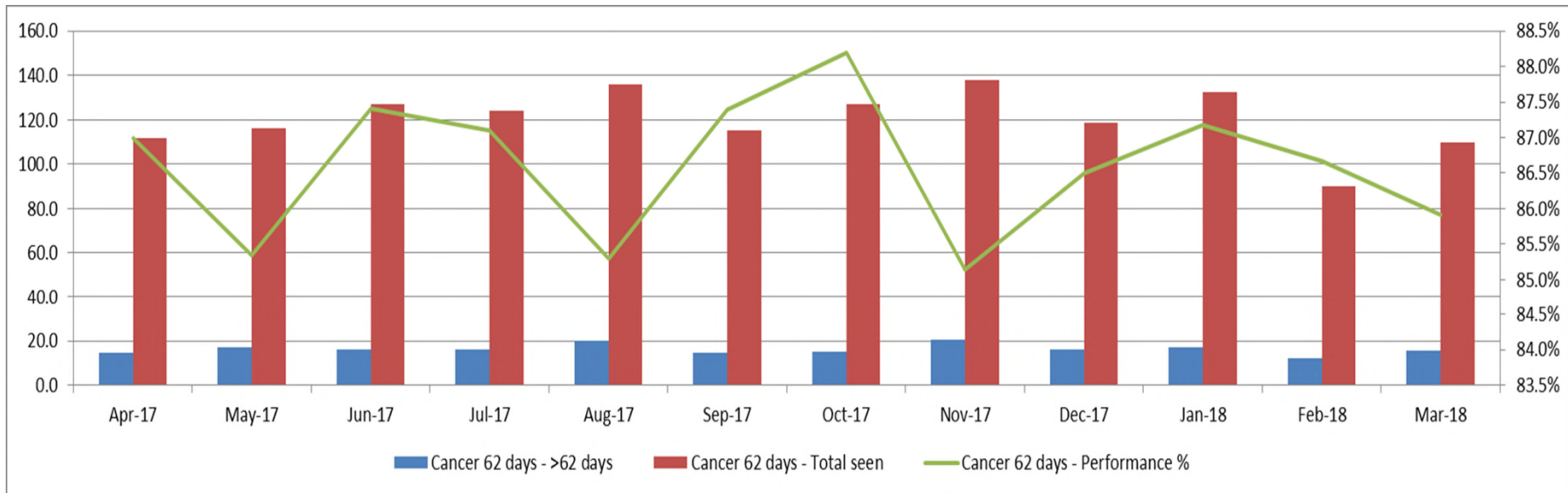


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# Cancer Summary – November 2017



# Cancer 2017/2018 Trajectory



	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18
Cancer 62 days - >62 days	14.5	17.0	16.0	16.0	20.0	14.5	15.0	20.5	16.0	17.0	12.0	15.5
Cancer 62 days - Total seen	111.5	116.0	127.0	124.0	136.0	115.0	127.0	138.0	118.5	132.5	90.0	110.0
Cancer 62 days - Performance %	<b>87.0%</b>	<b>85.3%</b>	<b>87.4%</b>	<b>87.1%</b>	<b>85.3%</b>	<b>87.4%</b>	<b>88.2%</b>	<b>85.1%</b>	<b>86.5%</b>	<b>87.2%</b>	<b>86.7%</b>	<b>85.9%</b>
Cancer 62 days Actual - >62 days	14.5	17.0	31.0	15.0	22.0	17.0	22.5	16.5				
Cancer 62 days Actual - Total seen	113.0	118.0	133.0	136.0	147.0	135.0	109.0	145.0				
Cancer 62 days Actual - Performance %	<b>87.2%</b>	<b>85.6%</b>	<b>76.7%</b>	<b>89.0%</b>	<b>85.0%</b>	<b>87.4%</b>	<b>79.4%</b>	<b>88.6%</b>				

# Cancer Performance (Site Specific Performance)

										SaTH YTD
Measure	Monthly Target %	May	June	July	August	September	October	November	National Average	
62 days urgent ref to treatment	85	85.59%	76.70%	88.00%	85.03%	87.40%	79.40%	88.60%	81.90%	84.80%
Brain	85	N/A	N/A	N/A	N/A	N/A	N/A	N/A		
Breast	85	93.30% 1/15	100% 0/17	100% 0/17	100% 0/29	100% 0/23	90.00% 1/10	96.70% 1/30	95.2%	98.10%
Colorectal	85	73.30% 4/15	60.00% 6/15	77.40% 3½/15½	76.9% 3/13	77.80% 4/18	50.00% 4/8	86.70% 2/15	72.6%	74.00%
Gynaecology	85	66.70% 2½/7½	58.80% 3.5/8.5	93.30% ½/7½	100% 0/7	92.90% ½/7	100% 0/5	100% 0/5½	79.6%	85.60%
Haematology	85	80.00% 1/5	50.00% 4/8	88.90% 1/9	84.20% 1½/9½	100% 0/7	80.00% 1/5	83.30% 1/6	79.9%	78.50%
Head & Neck	85	40.00% 3/5	75.00% 1/4	80.00% 1/5	60.00% 4/10	80.00% ½/2½	100% 0/2	50.00% 2/4	67.1%	67.60%
Lung	85	88.90% 1/9	57.60% 7/16.5	57.10% 6/14	76.00% 3/12½	70.60% 5/17	57.60% 7/16.5	75.00% 2/8	71.9%	67.00%
Skin	85	95.80% 1/24	95.20% 1/21	97.20% 1/36	95.80% 1/24	94.70% 2/38	95.00% 1/20	100% 0/26	95.4%	96.30%
Upper GI	85	76.90% 1½/6½	45.50% 6/11	100% 0/9	66.70% 3/9	63.60% 2/5½	72.70% 3/11	72.70% 3/11	75.2%	70.70%
Urology	85	93.50% 2/31	96.60% 1/29.5	84.40% 3½/22½	79.30% 6/29	87.50% 2/16	85.70% 4/28	88.30% 4½/38½	78.0%	87.90%

- Zero tolerance of administrative breaches.
- Robust SLAS and service specifications in place with tertiary centres.
- Radiology reporting remains challenged actions are in place to improve this with outsourcing of reporting to be increased

Figures below % confirm number of breaches against total number treated.

# Cancer 104 + Days – Actions to improve performance

- All patients between 63 and 82 days to have care plan in place to avoid 104 day waits
- RCAs to be reviewed and actions to followed up with Care Groups.
- Review of all patient choice breaches and actions to reduce these.
- Cancer lead Nurse is reviewing all the patient pathways with the CNS teams action is been taken based on the findings of the review.

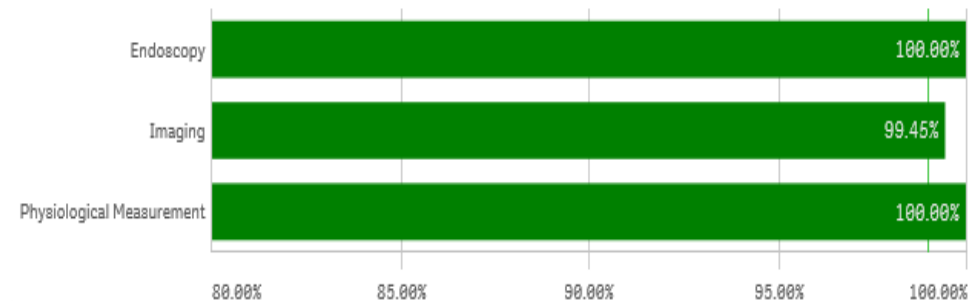


# Diagnostic Waiting Times – December 2017

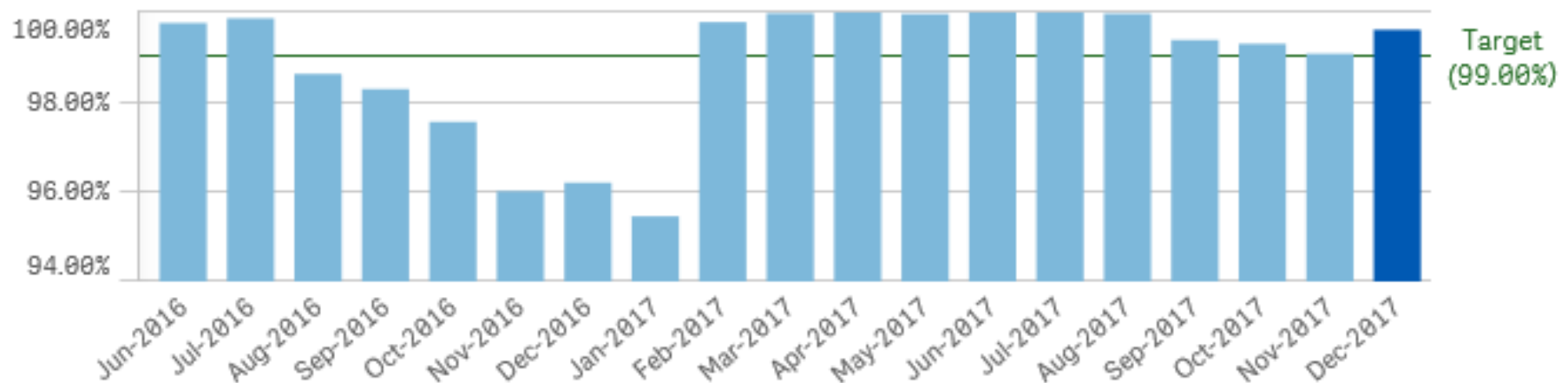
% of patients awaiting a diagnostic test, who have waited less than 6 weeks compared to 99% target

% waited under 6 weeks  
**99.57%** ✓ **0.54%**  
 Previous Month Difference

% of patients awaiting a diagnostic test by Group, who have waited less than 6 weeks compared to 99% target



% of patients awaiting a diagnostic test, who have waited less than 6 weeks - monthly trend



The Diagnostic wait times have been achieved for December the diagnostic target is projected to continue to achieve. Imaging remains challenged due to increased referrals for MRI and CT scans, out sourcing of activity to mitigate this has been put in place.

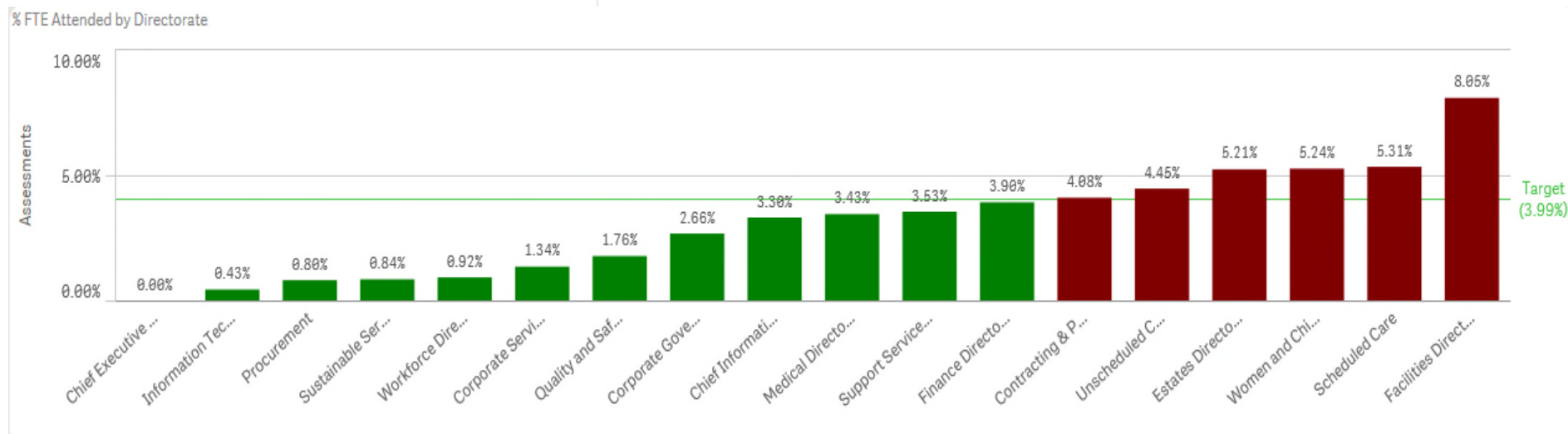
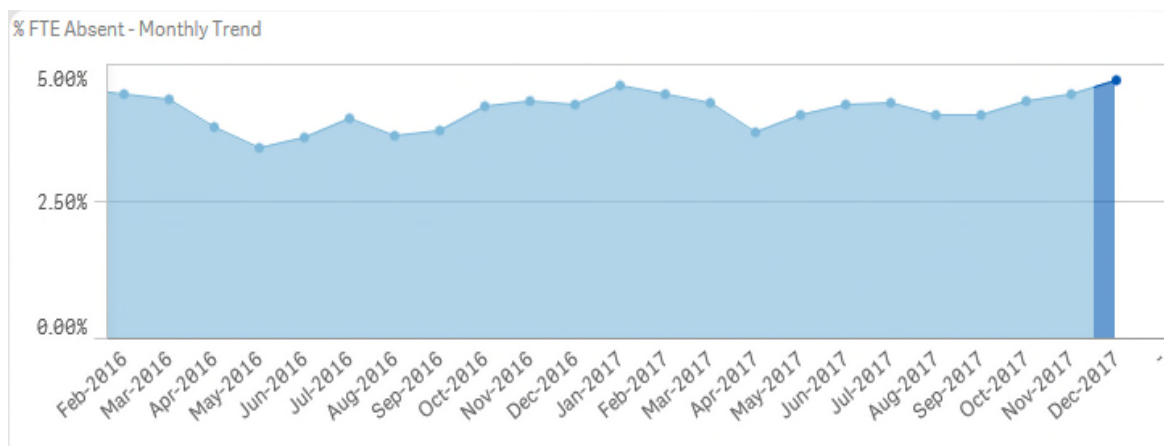
# Workforce



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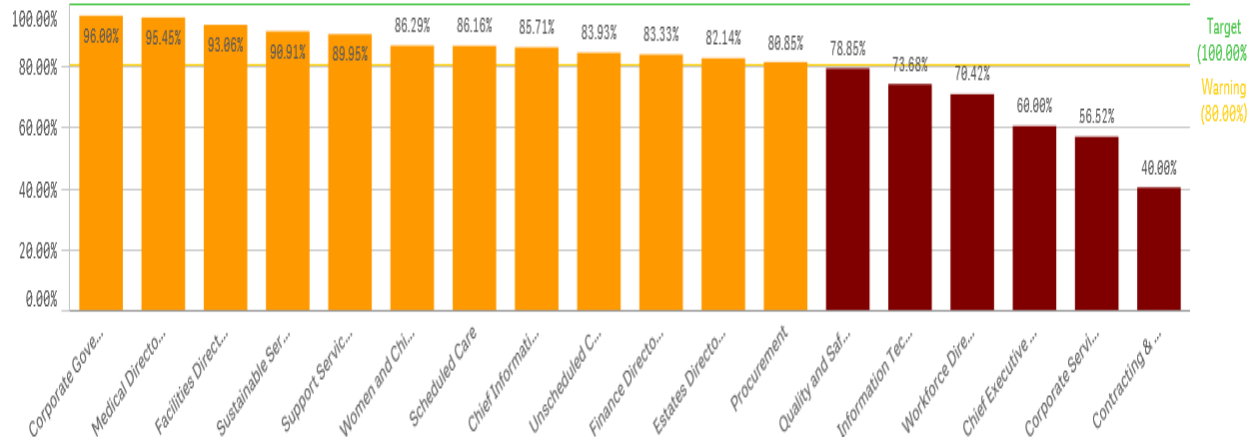
# Workforce Sickness

Absent FTE  
**4.68%** ▲ **0.26%**  
 Previous Month Difference



# Workforce – Training and Appraisals Dec-2017

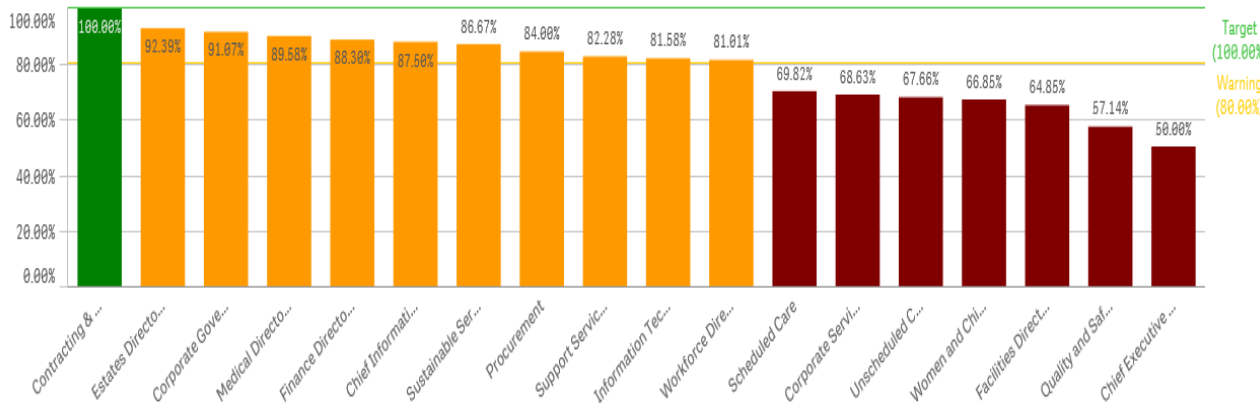
% Appraisals Completed within Timescales split by Care Group



Appraisals in Timescales  
**86.08%**  $\Delta -0.93\%$   
 Previous Month Difference

% Appraisals Completed within Timescales for Month

% SSU Compliance split by Care Group



SSU Compliance  
**72.00%**  $\Delta -1.73\%$   
 Previous Month Difference

% SSU Compliance for Month

# Staff Turn Over Dec 2017 – exc. Junior Doctors

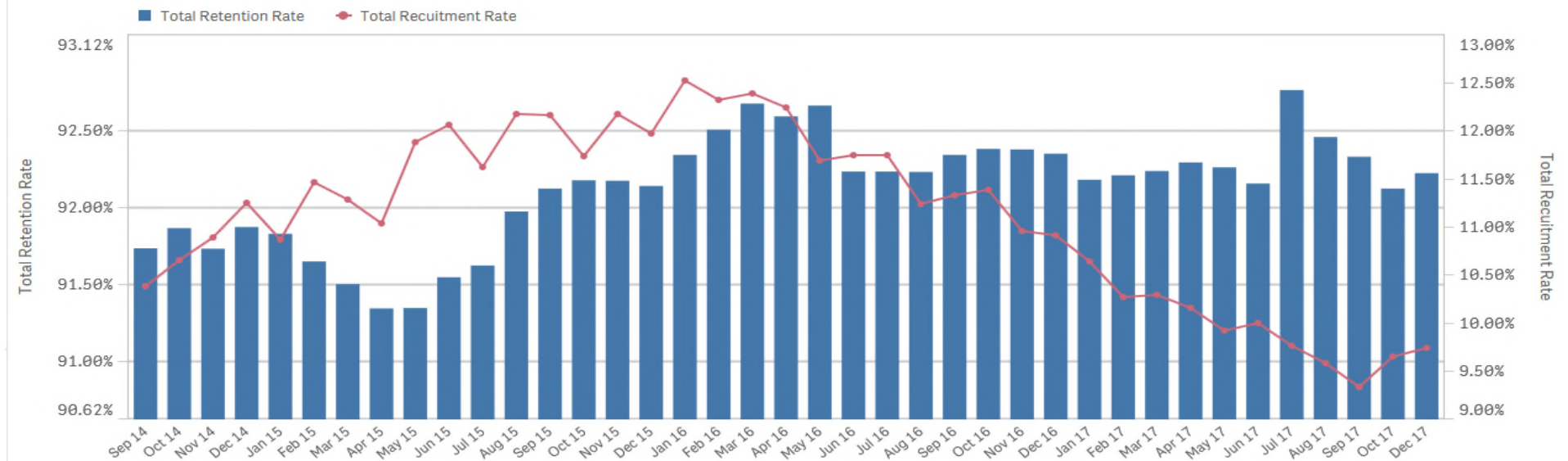
Recruitment Rate

9.73%

Retention Rate

92.22%

Retention Overlaid with Recruitment



# Quality



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# VTE Performance December 2017

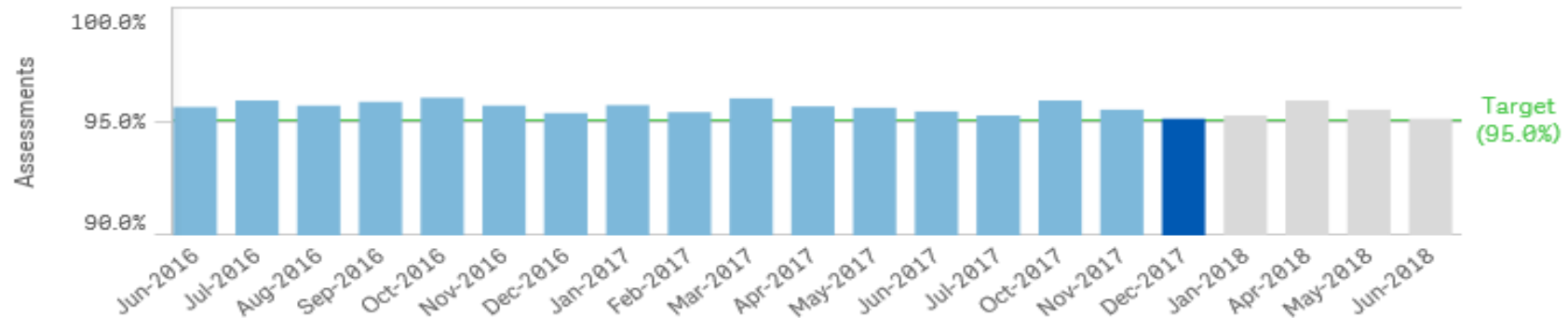
% of Patients assessed for VTE

% of Patients assessed for VTE

VTE Assessed

95.1% ✓ -0.4%  
Previous Month Difference

% of Patients assessed for VTE - Monthly Trend



The VTE target was achieved for December and is projected to continue to achieve

# Quality and Safety

Measure	Year end 16/17	Jan 17	Feb 17	Mar 17	April 17	May 17	June 17	July 17	Aug 17	Sep 17	Oct 17	Nov 17	Dec 17	Year to date 2017/18	Monthly Target 2017/18	Annual Target 2017/18
Clostridium Difficile infections reported	21	0	1	3	3	4	3	1	3	1	3	2	6	26	2	25
Number upheld by panel					1	1	0	1	0	1				4	None	None
Number not upheld by panel					3	1	1	2	1	1				9	None	None
MRSA Bacteraemia Infections	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
MSSA Bacteraemia Infections	9	0	2	1	0	1	1	1	6	2	3	2	4	20	None	None
E. Coli Bacteraemia Infections	31	0	3	1	1	1	1	1	3	3	1	4	2	17	None	None
MRSA Screening (elective) (%)	95.2	95.0	95.8	95.5	95.5	95.4	95.9	95.9	95.6	95.6	95.5	96.4	96.0%	96.0%	95%	95%
MRSA Screening (non elective) (%)	94.4	95.0	94.2	95.2	95.2	96.3	95.0	96.1	96.1	97.0	97.2	95.3	95.5%	95.5%	95%	95%
Grade 2 Avoidable	35	5	0	6	2	2	2	4	2	1	2	0	1	16	0	0
Grade 2 Unavoidable	112	4	9	9	10	19	5	11	9	4	2	3	7	70	None	None
Grade 3 Avoidable	9	0	0	0	0	0	1	0	1	2	1	3	0	8	0	0
Grade 3 Unavoidable	9	1	4	1	0	1	2	4	3	0	2	1	1	14	None	None
Grade 4 Avoidable	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Grade 4 Unavoidable	2	1	1	0	0	0	1	0	0	0	0	0	0	1	None	None
Falls reported as serious incidents	5	0	0	0	0	0	1	0	1	0	0	0	0	2	None	None

# Quality and Safety cont....

Measure	Year end 16/17	Jan 17	Feb 17	Mar 17	April 17	May 17	June 17	July 17	Aug 17	Sep 17	Oct 17	Nov 17	Dec 17	Year to date 2017/18	Monthly Target 2017/18	Annual Target 2017/18
Number of Serious Incidents	61	4	3	1	2	4	6	1	4	4	10	7	3	41	None	None
Never Events	5	0	0	0	0	0	0	0	0	0	1	0	0	1	0	0
Harm Free Care (%)	94.17	95.49	92.54	93.9	94.31	94.81	93.48	91.15	92.09	89.91	90.86	90.45	89.06	89.06	95%	95%
No New Harms (%)	97.94	98.62	96.77	97.16	98.47	98.18	97.49	95.24	96.59	96.83	96.34	94.84	94.0	94.0	None	None
WHO Safe Surgery Checklist(%)	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
VTE Assessment		95.66	95.34	95.96	95.6	95.5	95.4	95.2	95.4	96.4					95%	95%
MSA including ITU discharge delays > 12hrs	361	27	33	30	26	17	37	39	31	37	33	39	17	276	None	None
Complaints (No)	424	47	45	49	44	56	42	61	50	45	45	61	31	435	None	None
Friends and Family Response Rate (%)	23.8%	20.0	22.0	23.8	32.2	22.5	23.3	19.5	20.1	18.3	15%	14.3%	12.3%	12.3%	None	None
Friends and Family Test Score (%)	96.6%	96.6	96.7	96.6	97.1	96.7	97.0	96.2	97.1	97.2	96.1	96.8%	97.4%	97.4%	75%	75%

# Finance Update



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# Performance Against Forecast Outturn

	April Actual £000	May Actual £000	June Actual £000	July Actual £000	August Actual £000	September Actual £000	October Actual £000	November Actual £000	December F'cast £000	January F'cast £000	February F'cast £000	March F'cast £000
In Month Deficit Forecast at Month 8	(2,822)	(1,153)	(362)	(1,793)	(2,097)	(1,936)	(1,023)	(3)	(3,049)	(1,131)	(2,511)	(736)
Cummulative Deficit Forecast at Month 8	(2,822)	(3,975)	(4,337)	(6,130)	(8,227)	(10,163)	(11,186)	(11,189)	(14,238)	(15,370)	(17,881)	(18,617)
<b>Recovery Plan</b>												
Fall claim												(500)
Sepsis Income reduction												(200)
Winter funding - Shropshire CCG												1,300
Ambulance Handover nurses												300
Maternity service Income												400
Readmissions funds - Telford CCG												1,000
Contract deal - local CCG's												1,719
Estate valuation - Financing costs												100
Care Group - Expenditure reduction									375	375	375	375
Central Winter Funds												973
<b>In Month Recovery Plan</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>375</b>	<b>375</b>	<b>375</b>	<b>5,467</b>
Revised In Month Forecast Deficit	(2,822)	(1,153)	(362)	(1,793)	(2,097)	(1,936)	(1,023)	(3)	(2,674)	(756)	(2,136)	4,731
<b>Revised In Cummulative Forecast Deficit before STF Shortfall</b>	<b>(2,822)</b>	<b>(3,975)</b>	<b>(4,337)</b>	<b>(6,130)</b>	<b>(8,227)</b>	<b>(10,163)</b>	<b>(11,186)</b>	<b>(11,189)</b>	<b>(13,863)</b>	<b>(14,620)</b>	<b>(16,756)</b>	<b>(12,025)</b>
<b>Actual Month 9 Actual cummulative Deficit before STF Shortfall</b>									<b>(13,631)</b>			
									<b>233</b>			
Cummulative STF shortfall	0	0	(209)	(830)	(1,451)	(2,072)	(3,004)	(3,936)	(4,867)	(5,954)	(7,041)	(8,127)
Reported Cummulative Forecast Deficit including STF Shortfall	(2,822)	(3,975)	(4,546)	(6,960)	(9,678)	(12,235)	(14,190)	(15,125)	(18,730)	(20,574)	(23,797)	(20,152)
<b>Actual Month 9 Actual cummulative Deficit after STF Shortfall</b>									<b>(18,498)</b>			
									<b>233</b>			

The above illustrates how the Month 9 performance relates to the overall forecast outturn both including and excluding the shortfall of STF funding. Within Month 9 the Trust has over performed against the forecast by £0.233m

# December performance against forecast

	December Forecast	December Actual	Variance
	£000	£000	£000
Income	28,456	28,755	299
Pay	(20,795)	(20,490)	305
Non Pay	(9,503)	(9,477)	26
Total Expenditure	(30,298)	(29,967)	331
<b>EBITDA</b>	<b>(1,842)</b>	<b>(1,212)</b>	<b>630</b>
Finance Costs	(1,207)	(1,230)	(23)
<b>Surplus / (deficit) before Recovery</b>	<b>(3,049)</b>	<b>(2,442)</b>	<b>607</b>
<b>Recovery Plan ( Care Group Savings)</b>	<b>375</b>		(375)
	<b>(2,674)</b>	<b>(2,442)</b>	<b>233</b>

The above illustrates an overachievement in December of £0.607m again the original forecast. The recovery plan required a improvement of £0.375m therefore the Trust has delivered a position £0.233m above the recovery plan value.



# Additional pressures and Recovery Plan Schemes

Recovery Plan		Income £000	Pay £000	Non Pay £000	Finance costs £000	Total £000	Status
Falls claim	(500)			(500)		(500)	Green
Sepsis Income reduction	(200)	(200)				(200)	
Winter funding - Shropshire CCG	1,300	1,300				1,300	
Ambulance Handover nurses	300	300				300	
Maternity service Income	400	400				400	
Readmissions funds - Telford CCG	1,000	1,000				1,000	
Contract deal - local CCG's	1,719	1,719				1,719	
Estate valuation - Financing costs	100				100	100	
Care Group - Expenditure reduction	1,500		1,500			1,500	Yellow
Central Winter Funds	973	973				973	Green
<b>In Month Recovery Plan</b>	<b>6,592</b>	<b>5,492</b>	<b>1,500</b>	<b>(500)</b>	<b>100</b>	<b>6,592</b>	<b>0</b>

The above illustrates an overachievement in December of £0.607m again the original forecast. The recovery plan required a improvement of £0.375m therefore the Trust has delivered a position £0.233m above the recovery plan value.

# Revised Forecast outturn at month 9 including Recovery Plan

	April	May	June	July	August	September	October	November	December	January	February	March	Total	Last Mth	Variance
	Actual £000	Actual £000	Actual £000	Actual £000	Actual £000	Actual £000	Actual £000	Actual £000	Actual £000	F'Cast £000	F'Cast £000	F'Cast £000	F'Cast £000	F'Cast £000	F'Cast £000
Income	26727	30218	31043	29065	28820	28667	30635	31290	28755	30661	29126	30544	355551	355551	0
Income Recovery												5492	5492		5492
Pay	-19810	-20516	-20380	-20200	-20434	-20350	-20367	-20371	-20490	-20876	-20710	-20657	-245161	-245534	373
Non Pay	-8588	-9661	-9830	-9462	-9266	-9003	-10060	-9700	-9477	-9627	-9638	-10339	-114650	-114150	-500
Expenditure Recovery										375	375	375	1125		1125
Total Expenditure	-28398	-30177	-30210	-29662	-29700	-29353	-30427	-30071	-29967	-30128	-29973	-30621	-358686	-359684	998
<b>EBITDA</b>	<b>-1671</b>	<b>41</b>	<b>833</b>	<b>-597</b>	<b>-880</b>	<b>-686</b>	<b>208</b>	<b>1219</b>	<b>-1212</b>	<b>533</b>	<b>-847</b>	<b>5415</b>	<b>2357</b>	<b>-4133</b>	<b>6490</b>
Finance Costs	-1151	-1194	-1195	-1196	-1217	-1250	-1231	-1222	-1230	-1200	-1200	-1097	-14382	-14484	102
<b>Surplus / (deficit)</b>	<b>-2822</b>	<b>-1153</b>	<b>-362</b>	<b>-1793</b>	<b>-2097</b>	<b>-1936</b>	<b>-1023</b>	<b>-3</b>	<b>-2442</b>	<b>-666</b>	<b>-2046</b>	<b>4319</b>	<b>-12025</b>	<b>-18617</b>	<b>6592</b>
<b>Cumulative</b>	<b>-2822</b>	<b>-3975</b>	<b>-4337</b>	<b>-6130</b>	<b>-8227</b>	<b>-10163</b>	<b>-11186</b>	<b>-11189</b>	<b>-13631</b>	<b>-14297</b>	<b>-16343</b>	<b>-12025</b>			<b>0</b>

The above illustrates the trajectory required in the last quarter of the financial year in order to deliver the forecast outturn

# Is the Forecast Reasonable?

	Actual average per month Oct - December	Forecast average per month Jan - March	Variance
	£000	£000	£000
Income	30,227	30,110	(116)
Pay	(20,409)	(20,373)	37
Non Pay	(9,746)	(9,868)	(122)
Finance Costs	(1,228)	(1,165)	62
Average Deficit	(1,156)	(1,295)	(139)

The above illustrate the required run rate for the last quarter of 2017/18 to deliver the forecast outturn compared to that spent in the previous quarter

# Operational finance position at Month 9

		YTD				In Month		
	Financial Plan	Plan	Actual	Variance		Plan	Actual	Variance
	£000s	£000s	£000s	£000s		£000s	£000s	£000s
Income	348,380	261,565	259,165	(2,400)		28,124	27,824	(300)
Pay	(241,070)	(178,627)	(182,918)	(4,291)		(20,262)	(20,490)	(228)
Non-Pay	(108,172)	(81,470)	(85,047)	(3,577)		(9,153)	(9,477)	(324)
<b>Total expenditure</b>	<b>(349,242)</b>	<b>(260,097)</b>	<b>(267,965)</b>	<b>(7,868)</b>		<b>(29,415)</b>	<b>(29,967)</b>	<b>(552)</b>
<b>EBITDA</b>	<b>(862)</b>	<b>1,468</b>	<b>(8,800)</b>	<b>(10,268)</b>		<b>(1,291)</b>	<b>(2,144)</b>	<b>(853)</b>
Finance Costs	(14,516)	(10,832)	(10,886)	(54)		(1,205)	(1,230)	(25)
<b>Surplus/(deficit) pre STF</b>	<b>(15,378)</b>	<b>(9,364)</b>	<b>(19,686)</b>	<b>(10,322)</b>		<b>(2,496)</b>	<b>(3,374)</b>	<b>(878)</b>
<b>STF</b>	<b>9,315</b>	<b>6,055</b>	<b>6,055</b>	<b>0</b>		<b>931</b>	<b>931</b>	<b>0</b>
<b>Surplus/(deficit) post planned STF</b>	<b>(6,063)</b>	<b>(3,309)</b>	<b>(13,631)</b>	<b>(10,322)</b>		<b>(1,565)</b>	<b>(2,442)</b>	<b>(878)</b>

The Trust has recorded a year to date deficit (before STF shortfall) of £13.631m compared to an original plan submitted to NHSI at the beginning of the year of £3.309m. Within the revised forecast outturn the expected year to date deficit was £13.863

# Sustainability & Transformation Funds (STF)

		Financial Plan	YTD			Forecast Outturn ( including Recovery Plan)
			Plan	Actual	Variance	Forecast
		£000s	£000s	£000s	£000s	
Surplus/(deficit) pre STF		(15,378)	(9,364)	(19,686)	(10,322)	(21,340)
STF		9,315	6,055	6,055	0	9,315
Surplus/(deficit) post planned STF		(6,063)	(3,309)	(13,631)	(10,322)	(12,025)
Adjusted STF - A&E Penalty		0	0	(1,607)	(1,607)	(8,127)
Adjusted STF - Financial Position		0	0	(3,260)	(3,260)	
Adjusted Surplus/(deficit) post actual STF		(6,063)	(3,309)	(18,498)	(15,189)	(20,152)
Corrective Actions for STF		0	0	0	0	
Reserves		0	0		0	
Phased spend adjustment		-	0		0	
Contract deal		0	0	2,893	2,893	
Plan as described in NHSI Financial Template		(6,063)	(3,309)	(15,605)	(12,296)	(20,152)

The Trust has secured a Contracted position with the both Shropshire and Telford and Wrekin and as a result has removed risks associated with the majority of Contract Challenges and Penalties

To date the Trust has lost £1.607m associated with the current A&E performance and £3.260m linked to the Trusts financial position.

The actual year to date deficit including the STF shortfall was £18.498m  
The forecast for the Trust including the STF shortfall was £18.730m

# Cash flow

	Actual December Month £000's	Forecast January Month £000's	Forecast February Month £000's	Forecast March Month £000's
Balance B/fwd	2,390	3,400	3,685	1,710
<b>INCOME</b>				
Income I&E	27,969	30,532	29,281	41,879
Income - Total Balance Sheet Changes	(37)	7	7	(26)
Total Income Cashflow	27,933	30,539	29,288	41,853
Revolving Working Capital - I&E Deficit	5,519	5,750		(2,827)
Working Capital Support				
Revolving Working Capital - STF				
PDC - Capital PRH A&E Streaming		250	250	500
PDC - Capital PRH CDU		0	300	300
Total Income Cashflow (inc loan)	33,452	36,539	29,838	39,826
Repayment of RWC - on receipt of STF 1617				
Repayment of RWC - on receipt of STF 1718		0	0	0
Total repayment of Loans re STF	0	0	0	0
<b>PAY</b>				
Pay I&E	(20,469)	(21,030)	(20,920)	(20,996)
Pay - Total Balance Sheet Changes	0	0	0	0
Total Pay Cashflow	(20,469)	(21,030)	(20,920)	(20,996)
<b>NON PAY</b>				
Non Pay I&E	(11,230)	(13,107)	(8,556)	(9,421)
Non Pay - Total Balance Sheet Changes	0	0	0	(4,477)
Total Non Pay Cashflow	(11,230)	(13,107)	(8,556)	(13,898)
<b>Finance Costs</b>				
Finance Costs I&E	(14)	(11)	(138)	(2,073)
Finance Costs - Total Balance Sheet Changes	0	0	0	0
Total Finance Costs Cashflow	(14)	(11)	(138)	(2,073)
<b>Capital</b>				
Capital Expenditure	(703)	(2,665)	(2,759)	(3,427)
Capital - Total Balance Sheet Changes	(25)	559	559	559
Total Capital Cashflow	(728)	(2,106)	(2,200)	(2,868)
Total Cashflow	1,009	286	(1,975)	(9)
Balance C/fwd	3,400	3,685	1,710	1,701

The above cashflow is based on forecast outturn deficit of £20.152 million. (12.025m plus £8.127 million STF forecast not to be achieved) • To date, the Trust has received £15.720 million loan support (including £1.756 million Working Capital Loan). A further £5.750 million will be drawn in January.