

Trust Performance Report Month 11

Trust Board
29th March 2018



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Mortality

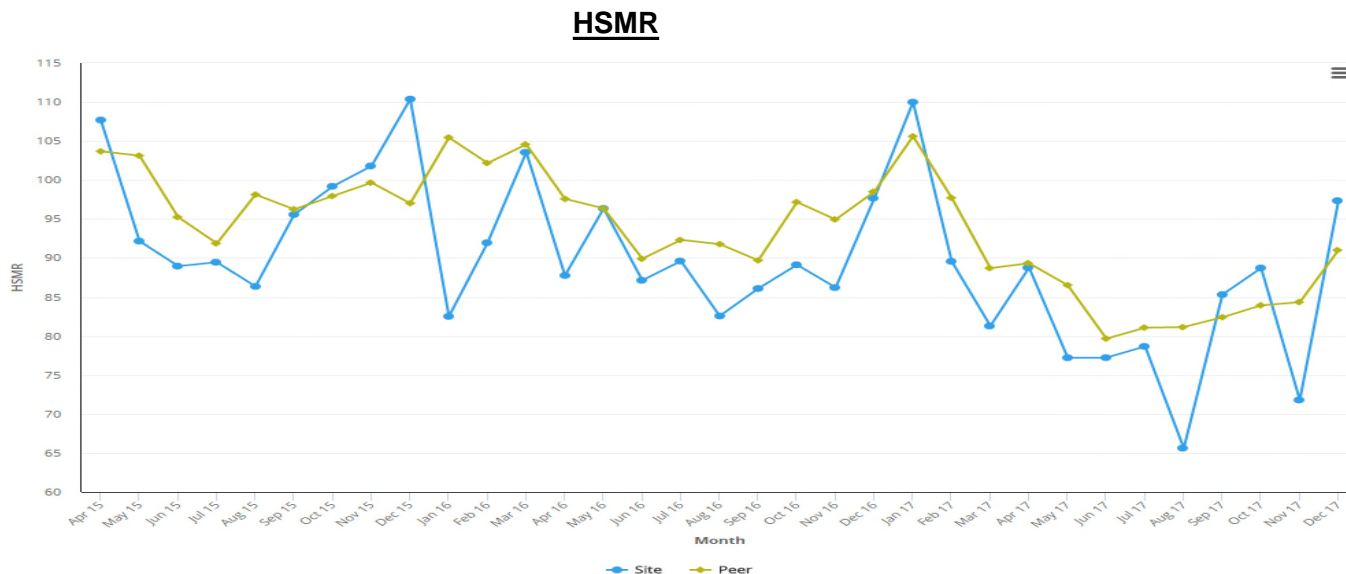


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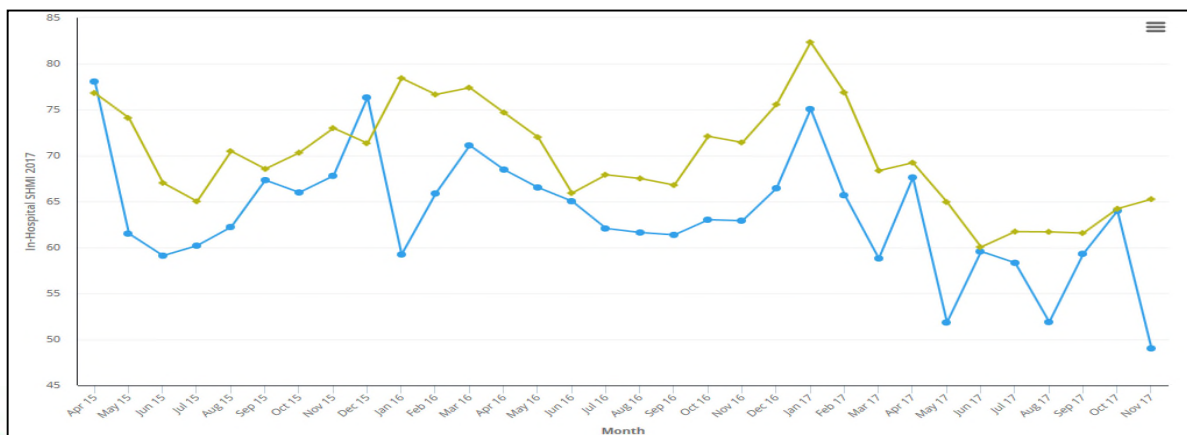
Mortality

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 and has reduced down for November, however December has seen an increase.



In Hospital SHMI

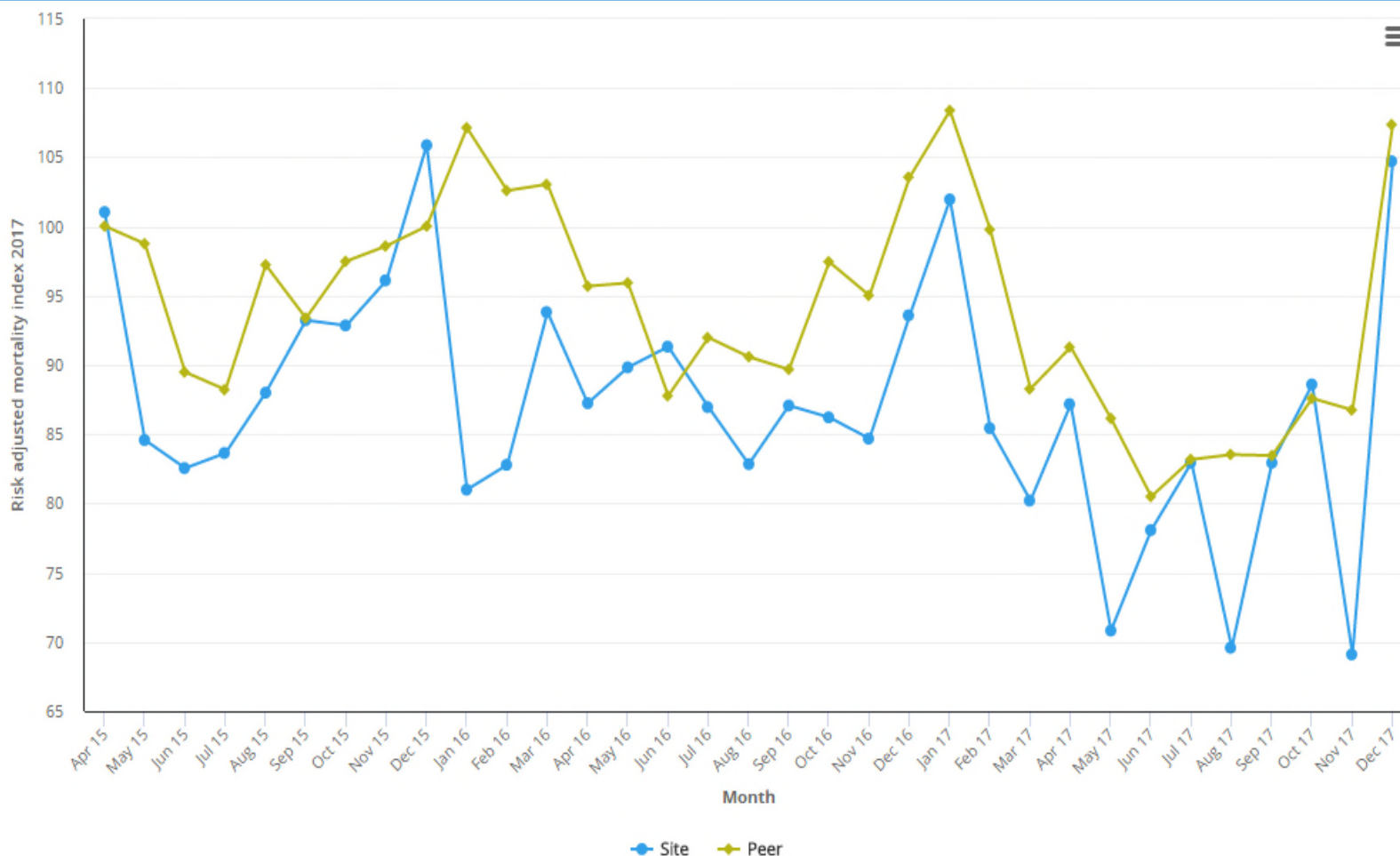


In Hospital SHMI**

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 the peer.

**Please note this data covers only in Hospital deaths

Mortality RAMI



Risk Adjusted Mortality Index

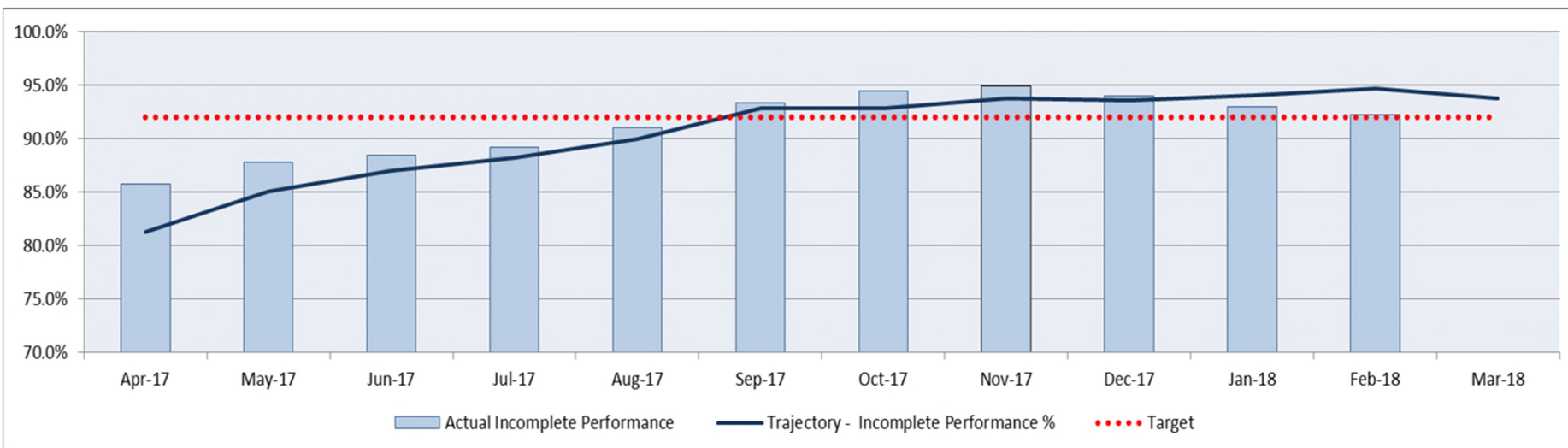
Since May 2016 the RAMI has been consistently below the Large Acute HES Peer. There is a spike upwards in October but the Trust remains just above the peer. There are no alerts for the reporting period and the November index is reduced down

RTT



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RTT 2017/2018 Trajectory

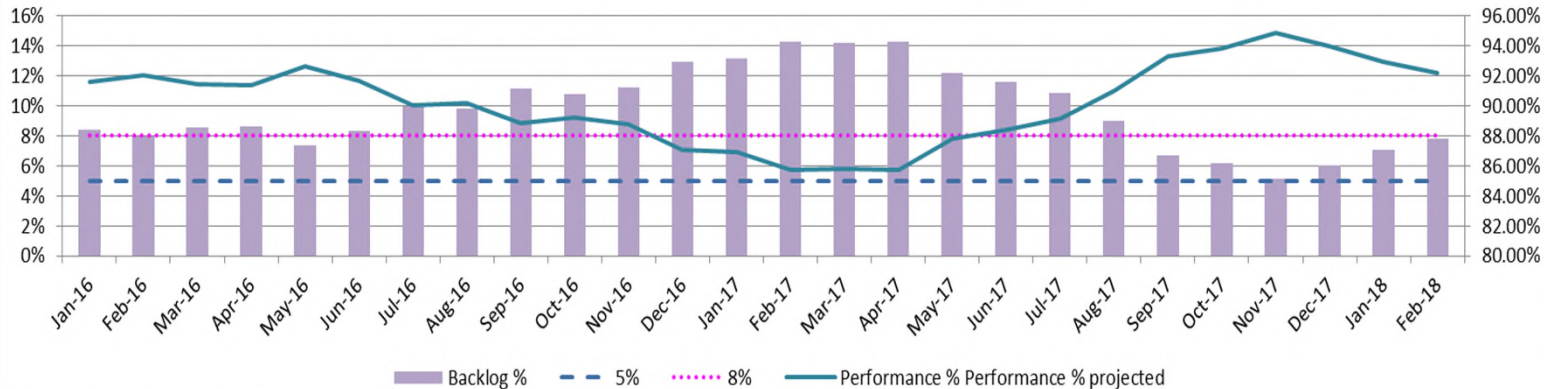


	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18
Referral to treatment Incompletes Trajectory - >18 w eeks	3,042	2,431	2,080	1,862	1,654	1,201	1,159	1,017	1,044	973	865	1,012
Referral to treatment Incompletes Trajectory - Total patients	16,224	16,220	16,000	15,800	16,400	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 Incompletes Actual - >18 w eeks	2297	1974	1795	1581	1303	983	827	745	900	1073	1221	
Referral to treatment Incompletes Actual - Total patients	16107	16178	15456	14608	14507	14704	14799	14556	14965	15196	15572	
Actual Incomplete Performance	85.7%	87.8%	88.4%	89.2%	91.0%	93.3%	94.4%	94.9%	94.0%	92.9%	92.2%	

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.

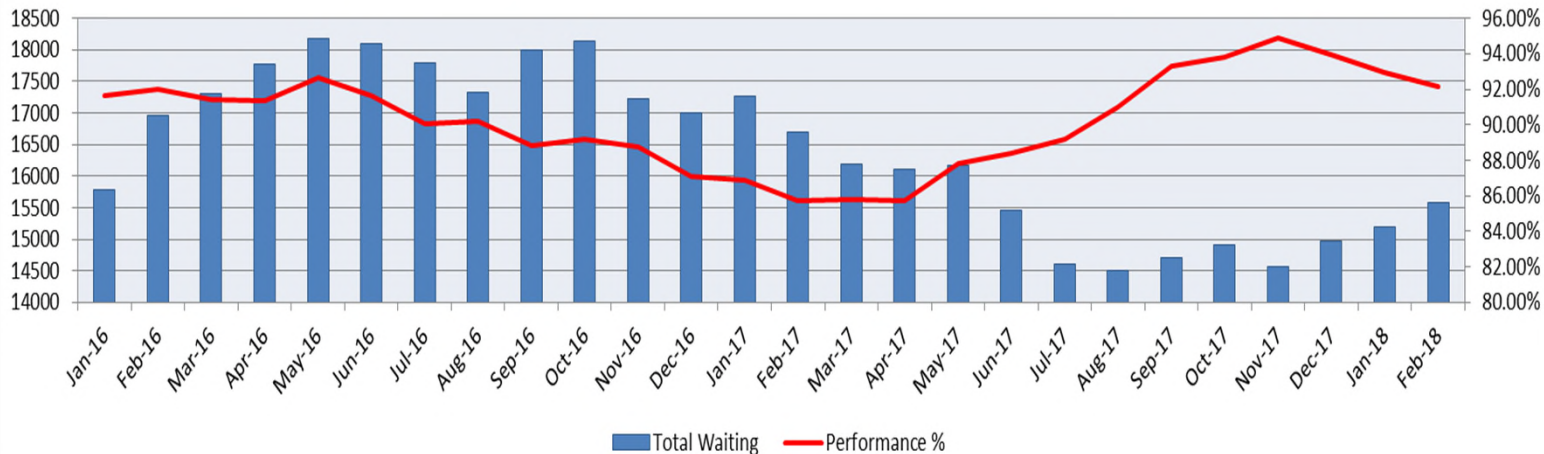
RTT Summary February 2018

Backlog as a percentage of the waiting list



February's RTT performance was 92.16% against a trajectory of 94.7%.

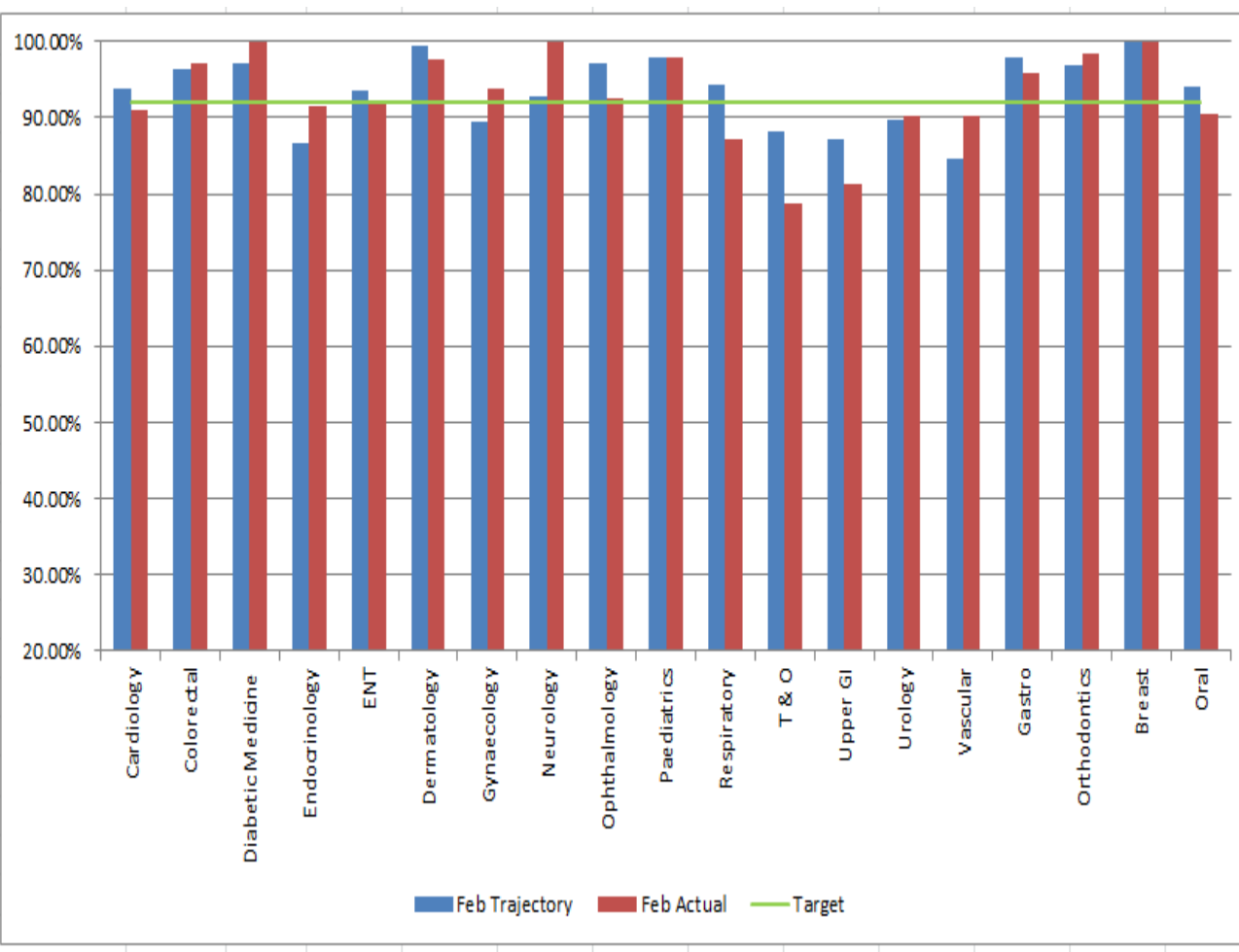
Total Waiting List Vs 18 Weeks Performance



As long as the RTT backlog is between 5% and 8% of total RTT waiting list size then the Trust will deliver the RTT target.

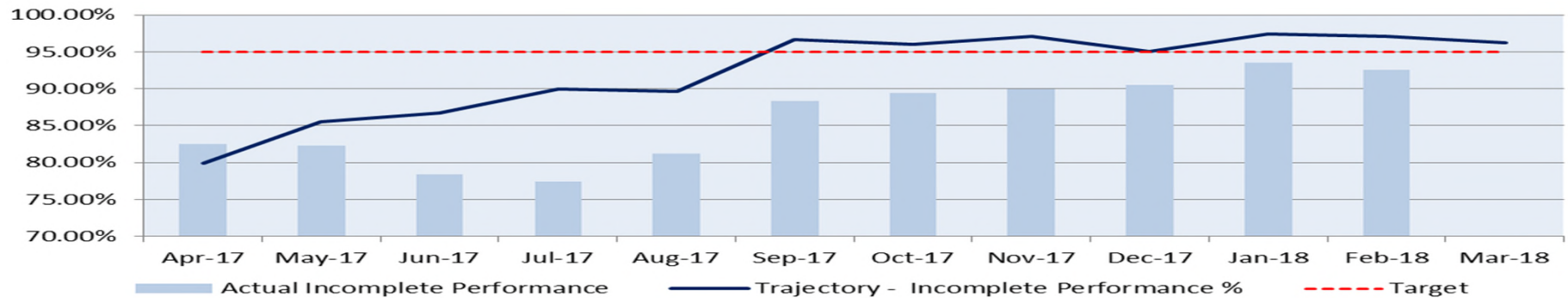
Speciality Performance Against Trajectory Combined

Specialty	Feb Trajectory	Feb Actual	Variance
Cardiology	93.92%	90.96%	-2.96%
Colorectal	96.35%	97.14%	0.79%
Diabetic Medicine	97.14%	100.00%	2.86%
Endocrinology	86.67%	91.53%	4.86%
ENT	93.47%	92.05%	-1.42%
Dermatology	99.56%	97.53%	-2.03%
Gynaecology	89.54%	93.72%	4.18%
Neurology	92.86%	100.00%	7.14%
Ophthalmology	97.12%	92.61%	-4.51%
Paediatrics	97.95%	97.85%	-0.10%
Respiratory	94.29%	87.18%	-7.10%
T & O	88.18%	78.61%	-9.56%
Upper GI	87.06%	81.21%	-5.86%
Urology	89.73%	90.20%	0.46%
Vascular	84.68%	90.35%	5.67%
Gastro	97.91%	95.88%	-2.03%
Orthodontics	96.77%	98.33%	1.56%
Breast	100.00%	100.00%	0.00%
Oral	94.07%	90.44%	-3.63%
Total Incompletes	16200	15572	-628
<18	15335	14351	-984
BACKLOG	865	1221	356
Total Performance	94.66%	92.16%	-2.50%

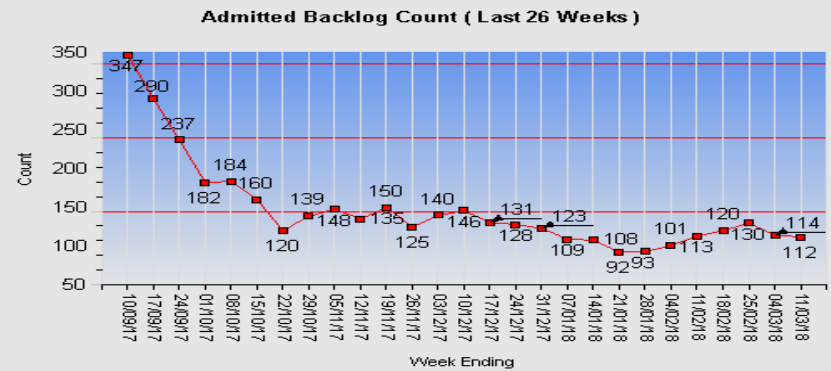
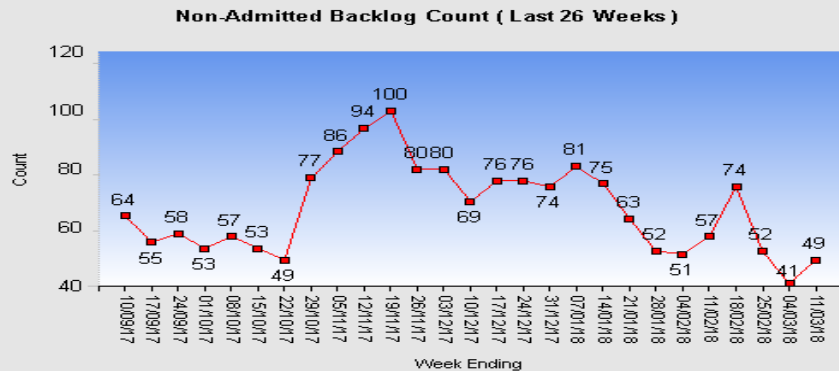


The above table and graph shows performance by speciality against trajectory and the variance from plan for the combined performance

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 w 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 w weeks	453	473	539	531	445	263	229	214	193	135	159	
Referral to treatment Incompletes Actual - Total patients	2597	2667	2492	2349	2371	2246	2170	2135	2035	2096	2151	
Actual Incomplete Performance	82.56%	82.26%	78.37%	77.39%	81.23%	88.29%	89.45%	89.98%	90.52%	93.56%	92.61%	
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%



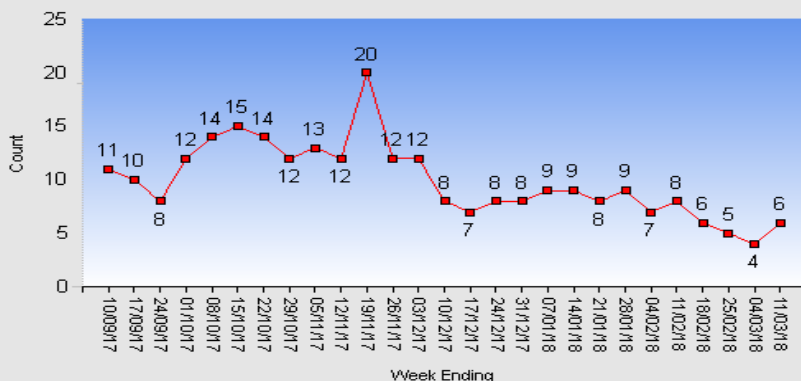
Ophthalmology has struggled to hit the operational targets , however the as the backlog is improving. Additional activity was scheduled during September & October to assist in clearing 18 week backlog, this appears to show an improvement in performance

RTT – Trauma & Orthopaedic

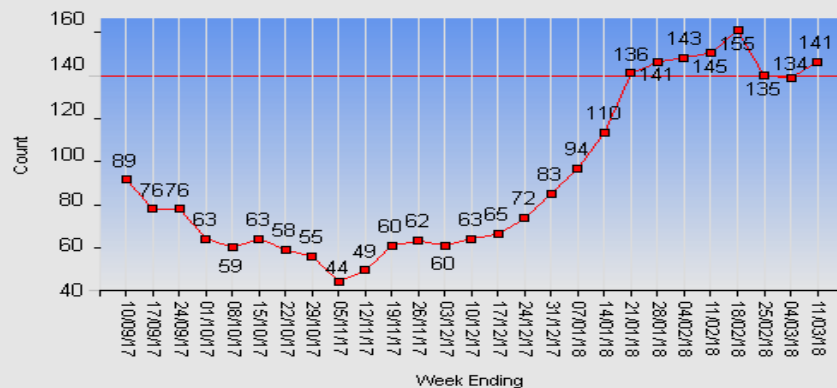


Trauma & Orthopaedic	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18
Referral to treatment Incompletes Trajectory - >18 w weeks	511	465	342	244	185	97	74	80	97	92	81	73
Referral to treatment Incompletes Trajectory - Total patients	1259	1191	1087	996	931	840	772	807	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	168	151	
Referral to treatment Incompletes Actual - Total patients	1045	908	820	844	748	669	645	671	725	749	706	
Actual Incomplete Performance	55.41%	61.34%	67.68%	73.70%	82.09%	86.25%	88.37%	86.59%	85.52%	77.57%	78.61%	

Non-Admitted Backlog Count (Last 26 Weeks)



Admitted Backlog Count (Last 26 Weeks)



Projected RTT Performance - March 2018

Admitted Incomplete Pathways

Cohort	Open Clocks		Performance %
	Total Open Clocks	18+ Wks	
Reporting Specialty			
Cardiology	104	27	74.04
Cardiothoracic Surgery	1	1	
Dermatology	1		100.00
Ear, Nose & Throat (ENT)	294	59	79.93
Gastroenterology	4		100.00
General Medicine	8	1	87.50
General Surgery	714	183	74.37
Geriatric Medicine			
Gynaecology	265	47	82.26
Neurology			
Neurosurgery			
Ophthalmology	655	112	82.90
Oral Surgery	255	71	72.16
Other	136	22	83.82
Plastic Surgery			
Thoracic Medicine	21	1	95.24
Trauma & Orthopaedics	510	154	69.80
Urology	475	132	72.21
	3,443	810	76.47

Non Admitted

	Open Clocks		Performance %
	Total Open Clocks	18+ Wks	
	626	53	91.53
	28	1	96.43
	711	21	97.05
	1905	131	93.12
	1237	64	94.83
	613	20	96.74
	1810	48	97.35
	184	22	88.04
	1096	48	95.62
	8		100.00
	1508	54	96.42
	465	3	99.35
	725	16	97.79
	528	71	86.55
	189	6	96.83
	999	30	97.00
	12,632	588	95.35

Combined

	Open Clocks		Performance %
	Total Open Clocks	18+ Wks	
	730	80	89.04
	29	2	93.10
	712	21	97.05
	2199	190	91.36
	1241	64	94.84
	621	21	96.62
	2524	231	90.85
	184	22	88.04
	1361	95	93.02
	8		100.00
	2163	166	92.33
	720	74	89.72
	861	38	95.59
	549	72	86.89
	699	160	77.11
	1474	162	89.01
	16,075	1,398	91.30

March's predicted combined incomplete performance is currently at 91.30%. The figures above are subject to month end validation.

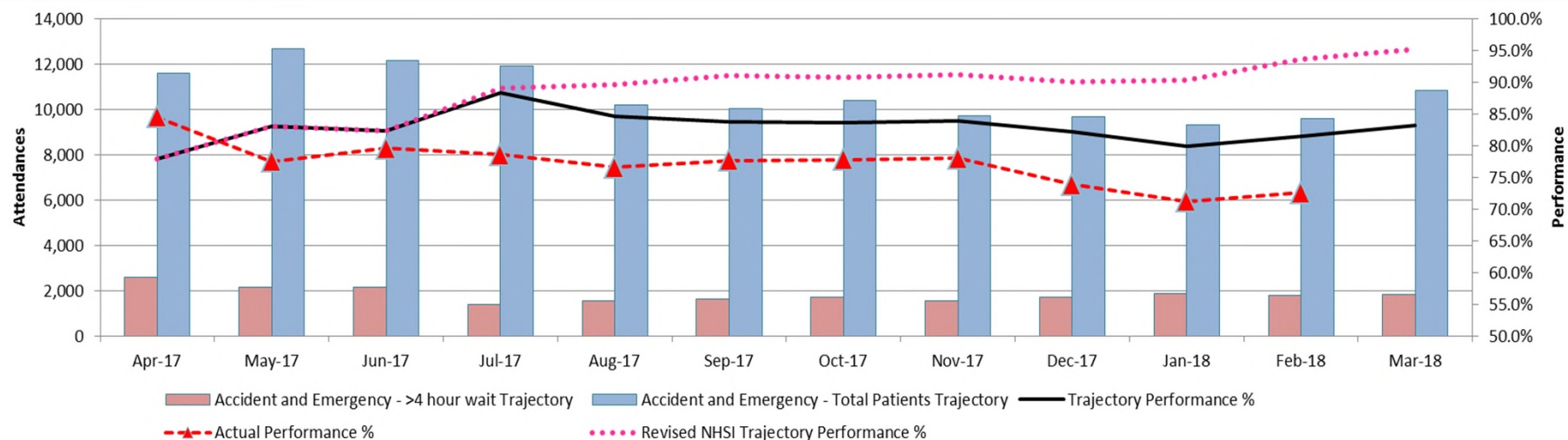
The operational plan target for March is 93.7%, March RTT remains impacted by unscheduled care pressures

Urgent Care Update



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A&E 2017-2018 Trust Trajectory

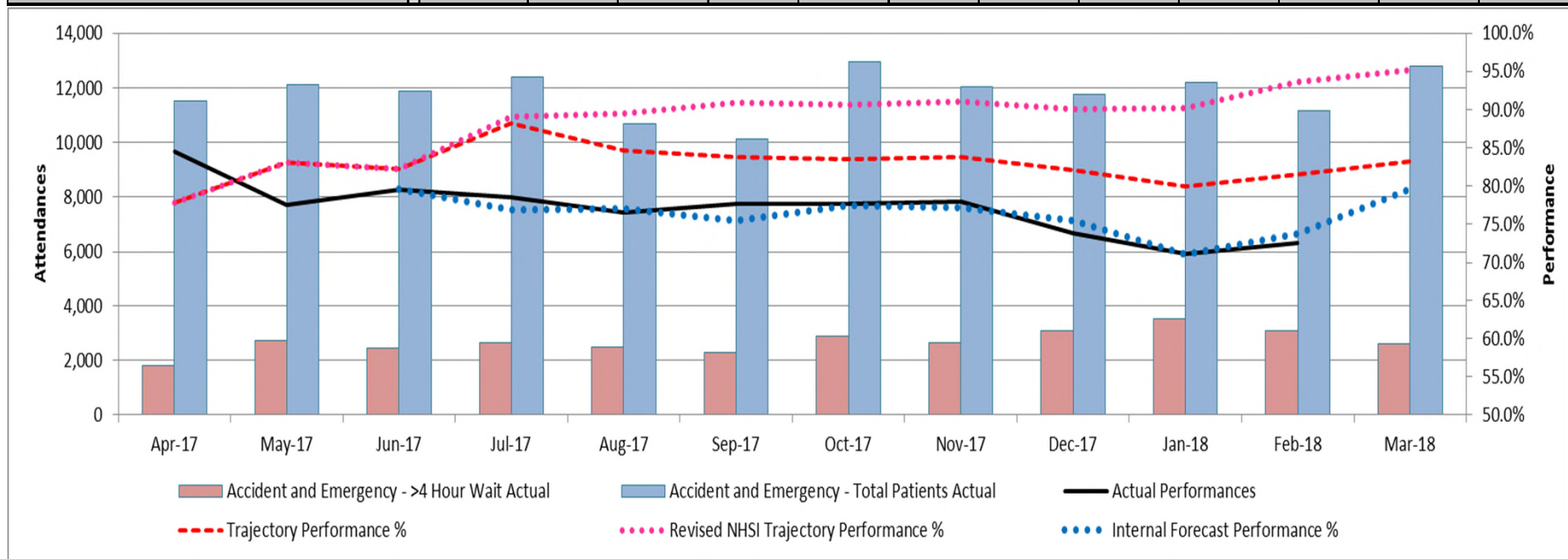


	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18
Accident and Emergency - >4 hour wait Trajectory	2,570	2,141	2,153	1,402	1,569	1,627	1,712	1,563	1,725	1,863	1,776	1,818
Accident and Emergency - Total Patients Trajectory	11,602	12,654	12,126	11,919	10,201	10,012	10,400	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	3513	3066	
Accident and Emergency - Total Patients Actual	11520	12106	11877	12391	10663	10133	12932	12036	11766	12187	11169	
Actual Performance %	84.5%	77.5%	79.5%	78.6%	76.6%	77.6%	77.7%	78.0%	73.8%	71.2%	72.5%	

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. February actual performance was 72.5% against a target of 81.5%. As of October 2017 the Shropshire Minor Injury Unit attendances have been mapped to the Trust.

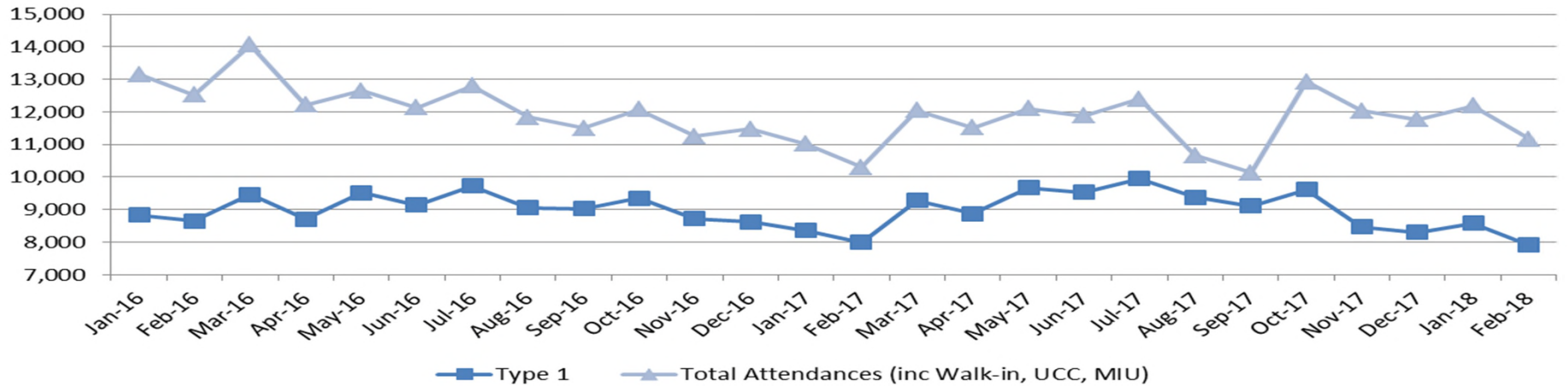
A&E 2017-2018 Trust Trajectory vs Current Forecast

	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	3,513	3,066	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	12,187	11,169	12,793
Actual Performances	84.5%	77.5%	79.6%	78.6%	76.6%	77.6%	77.7%	78.0%	73.8%	71.2%	72.5%	
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

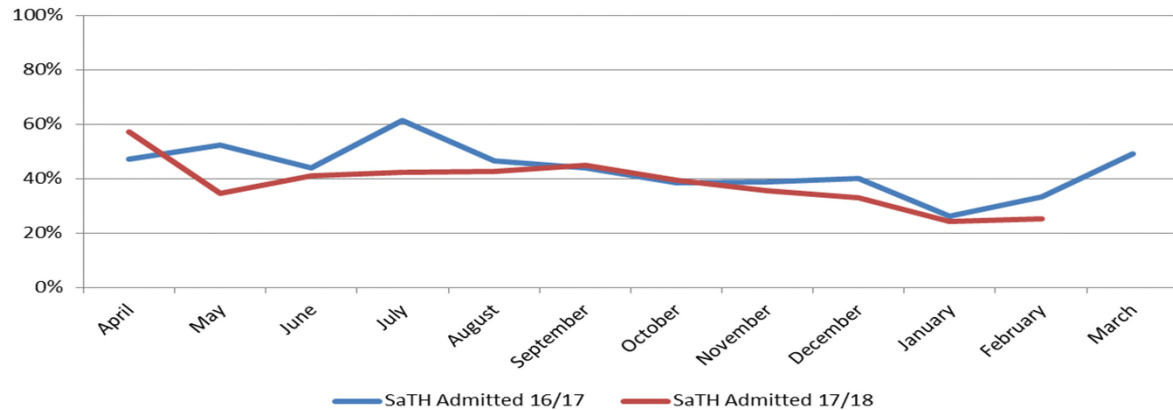
A/E Performance & Attendance's



		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	10338	9464		119374
	MIU Attendance							2168	1950	1735	1849	1705		9407
	>4 SATH Non-Admitted	827	1192	1093	1311	1218	1046	1515	1196	1564	1739	1488		14189
	>4 SATH Admitted	959	1529	1336	1343	1277	1219	1363	1453	1514	1773	1578		15344
	>4 RSH Non-Admitted	306	520	411	435	567	473	601	551	725	671	630		5890
	>4 RSH Admitted	537	834	794	678	711	749	783	814	824	882	793		8399
	>4 PRH Non-Admitted	521	672	682	876	651	573	914	645	839	1068	858		8299
	>4 PRH Admitted	422	695	542	665	566	470	580	639	690	891	785		6945
	>4 SaTH Total	1786	2721	2429	2654	2495	2265	2878	2649	3078	3512	3066		29533
	>4 MIU	0	0	0	0	0	0	0	1	1	1	0		3
	SaTH Performance	84.50%	77.52%	79.55%	78.58%	76.60%	77.65%	73.26%	73.74%	69.32%	66.03%	67.60%	0.00%	75.26%
	Performance with MIU	84.50%	77.52%	79.55%	78.58%	76.60%	77.65%	77.75%	77.98%	73.83%	71.17%	72.55%	0.00%	77.06%

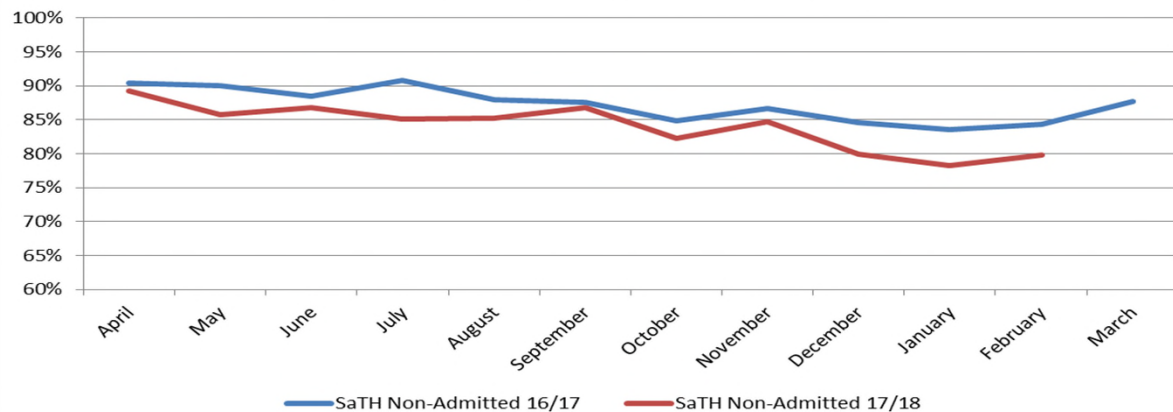
A&E SaTH YTD Performance

SaTH Admitted Performance



- SaTH admitted attendance year to date is up 2.1% (517) compared to same time last year.
- SaTH Admitted breaches are up 10.42% (1448)
- SaTH Admitted performance is down 4.64%

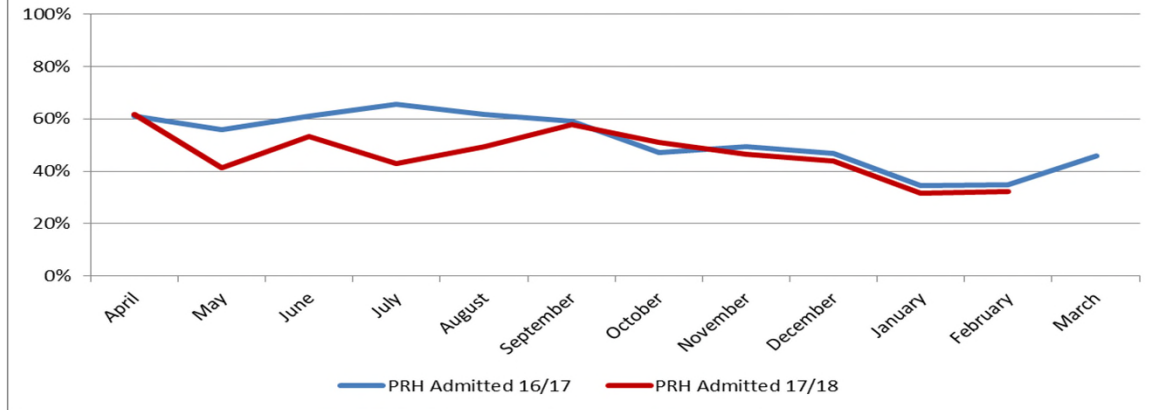
SaTH Non-Admitted Performance



- SaTH Non-Admitted attendance year to date is up 4.2% (3568) compared to same time last year
- SaTH Non-Admitted breaches are up 31.3% (3388)
- SaTH Non-Admitted performance is down 3.3%

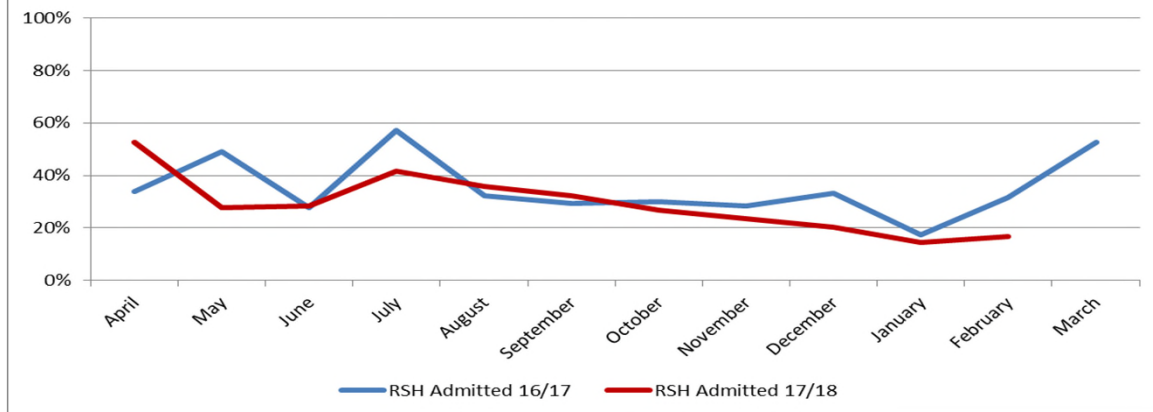
A&E Admitted Attendances

PRH Admitted Performance



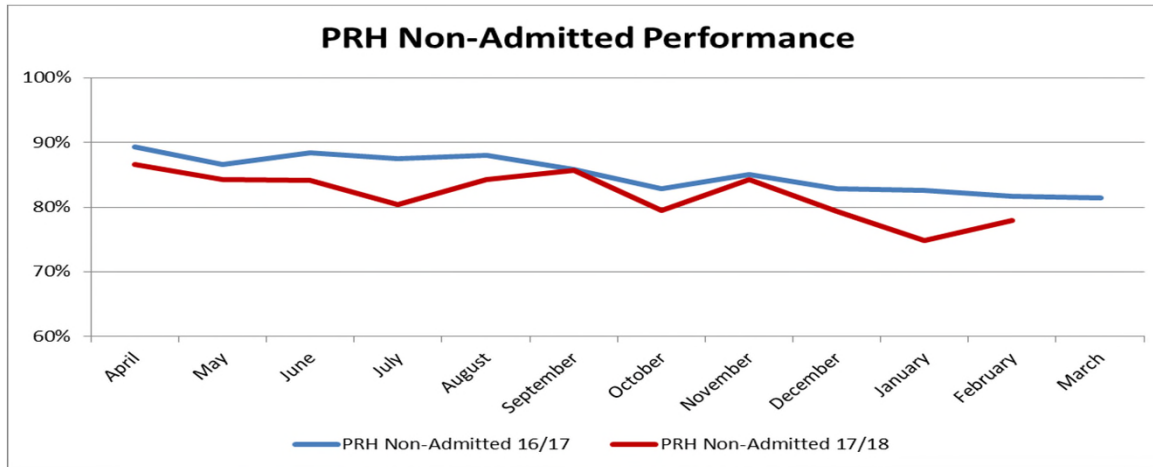
- PRH Admitted attendance is up 5.27% (58) in Feb-18 compared with Feb-17
- PRH Admitted breaches are up 9.6% (69) compared with Feb-17
- PRH Admitted performance is down 2.7% compared with Feb-17

RSH Admitted Performance

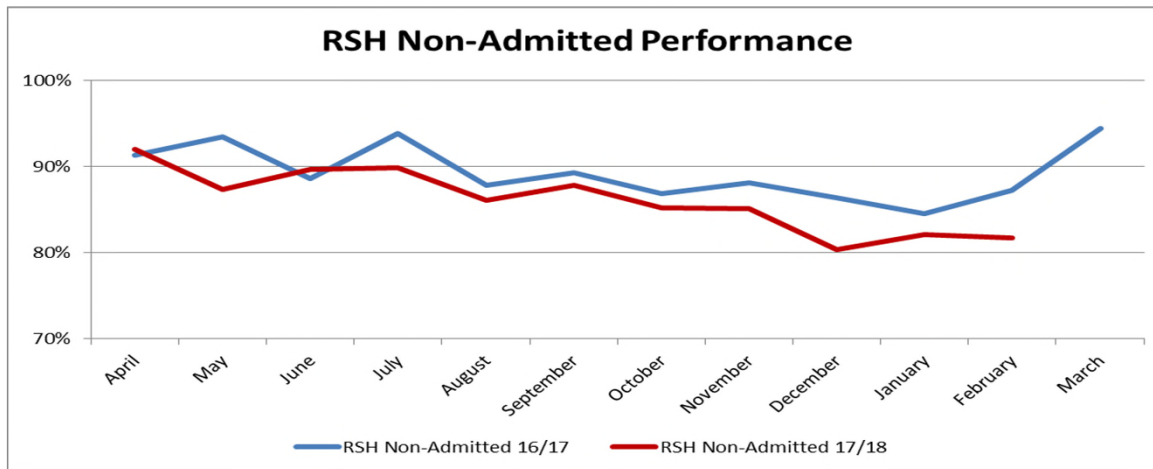


- RSH Admitted attendance is down 13% (-143) in Feb-18 compared with Feb-17
- RSH Admitted breaches are up 5.87% (44) compared with Feb-17
- RSH Admitted performance is down 14.9% compared with Feb-17

A&E Non-Admitted Attendances



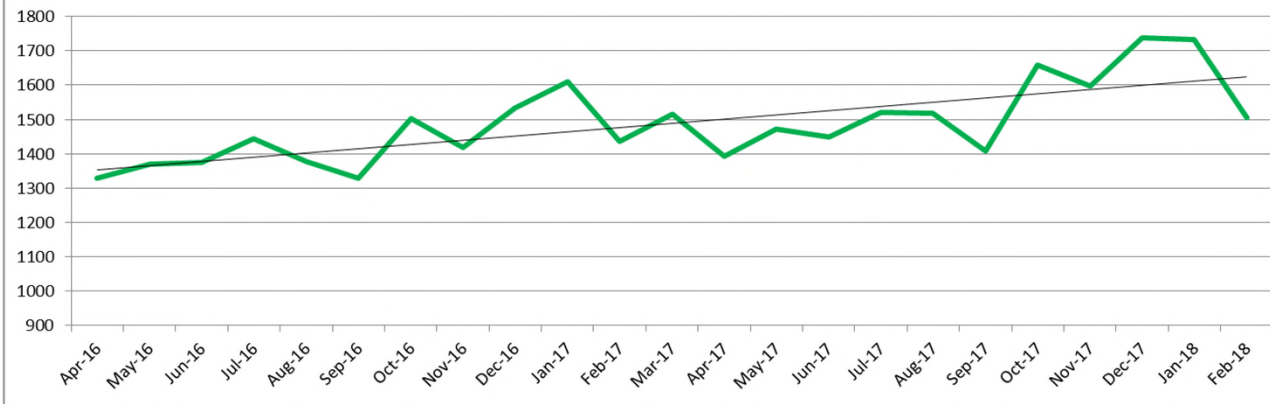
- PRH Non-Admitted attendance is up 11.66% (407) in Feb-18 compared with Feb-17
- PRH Non-Admitted breaches are up 34.69% (221) compared with Feb-17
- PRH Non-Admitted performance is down 3.76% compared with Feb-17



- RSH Non-Admitted attendance is up 11.74% (363) in Feb-18 compared with Feb-17
- RSH Non-Admitted breaches are up 59.5% (235) compared with Feb-17
- RSH Non-Admitted performance is down 5.5% compared with Feb-17

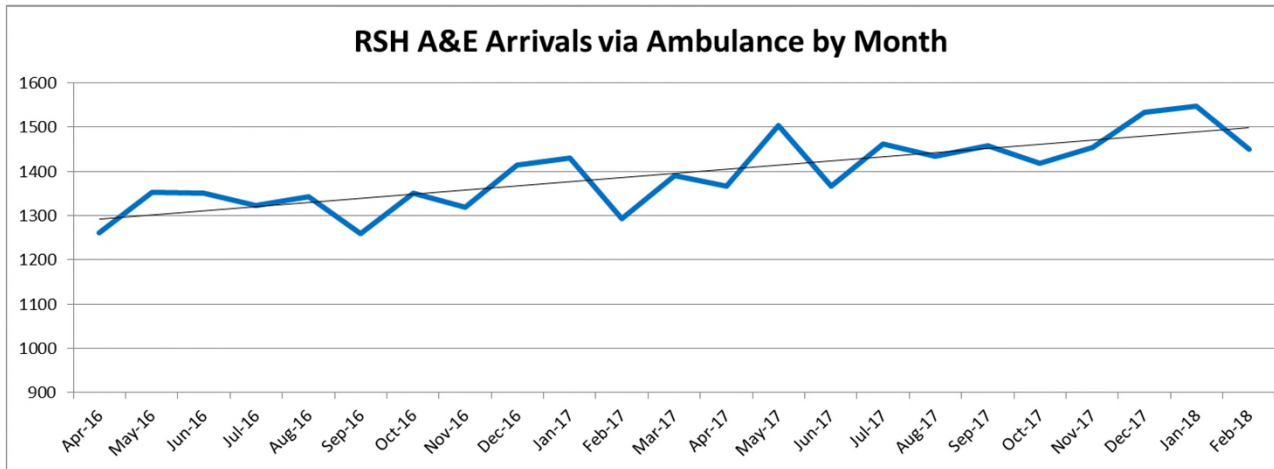
A&E Arrivals via Ambulance

PRH A&E Arrivals via Ambulance by Month



- At PRH there were 4.8% (69) more arrivals via ambulance when comparing Feb-18 to Feb-17
- Ambulance arrivals were down 13.16% (-228) compared to last month

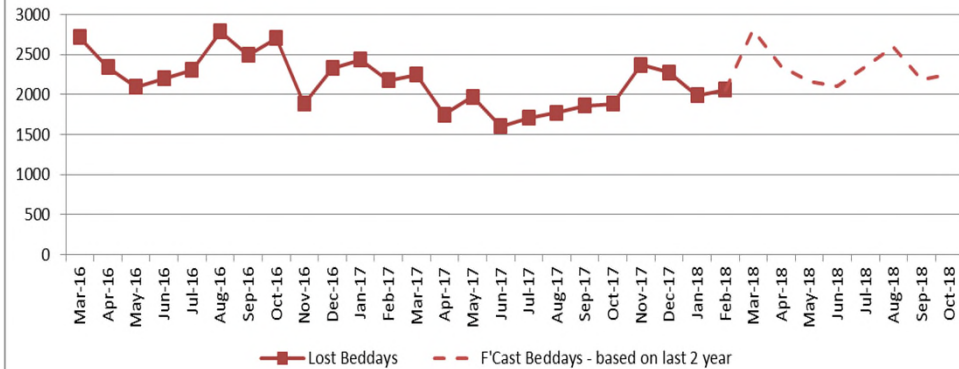
RSH A&E Arrivals via Ambulance by Month



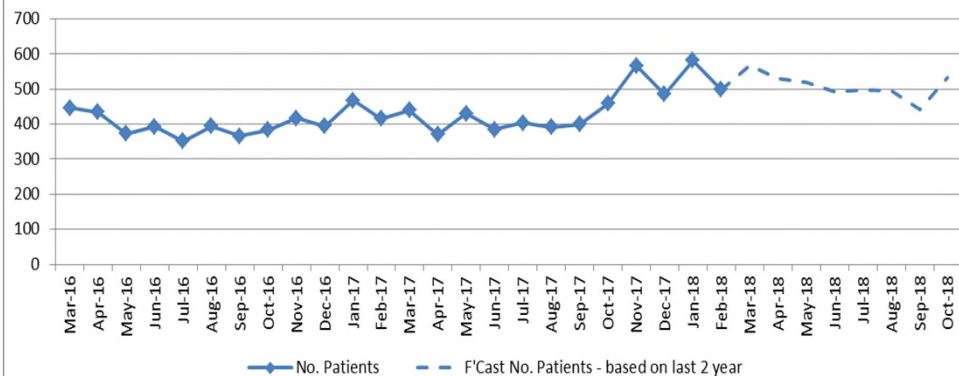
- At RSH there were 12.13% (157) more arrivals via ambulance when comparing Feb-18 to Feb-17
- Ambulance arrivals were down 6.2% (-96) compared to last month

MFFD

**Total Current Position
Lost Beddays**



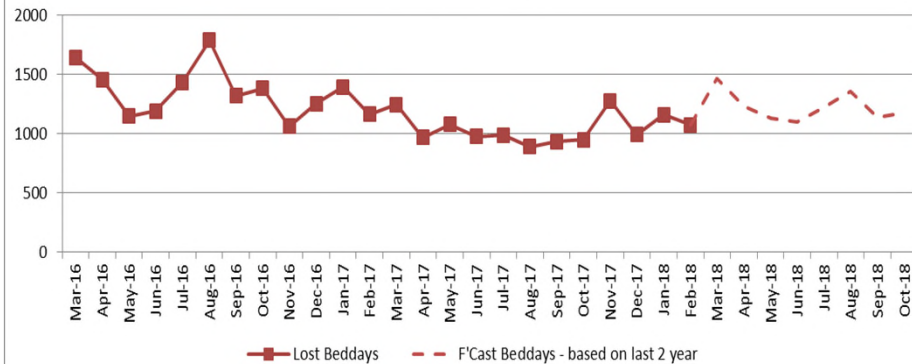
**Total Current Position
Number of Patients**



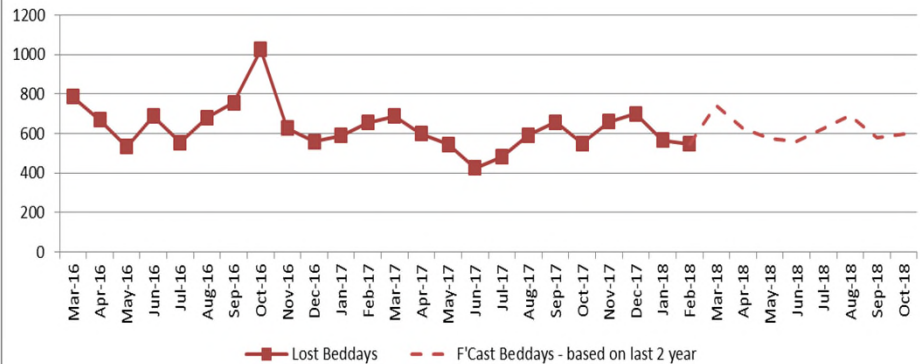
Discharge Month	No. Patients	Lost Beddays	Average Days on List	Avg Patients per week
Feb-16	399	2254	6	100
Mar-16	447	2715	6	112
Apr-16	434	2338	5	109
May-16	373	2093	6	93
Jun-16	393	2202	6	98
Jul-16	352	2304	7	88
Aug-16	394	2786	7	99
Sep-16	366	2491	7	92
Oct-16	384	2703	7	96
Nov-16	417	1886	5	104
Dec-16	394	2326	6	99
Jan-17	468	2434	5	117
Feb-17	415	2179	5	104
Mar-17	440	2247	5	110
Apr-17	370	1752	5	93
May-17	430	1971	5	108
Jun-17	385	1604	4	96
Jul-17	403	1711	4	101
Aug-17	391	1770	5	98
Sep-17	399	1860	5	100
Oct-17	459	1882	4	115
Nov-17	567	2369	4	142
Dec-17	485	2276	5	121
Jan-18	582	1987	3	146
Feb-18	499	2059	4	125

MFFD Lost Bed Days by CCG

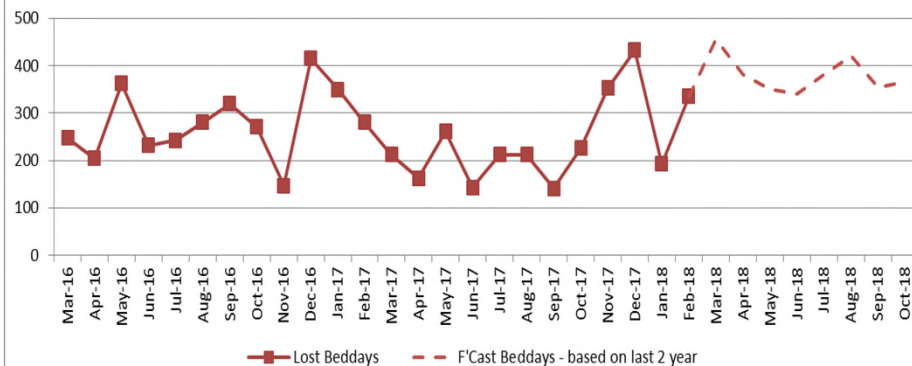
**SC Current Position
Lost Beddays**



**TW Current Position
Lost Beddays**



**Powys Current Position
Lost Beddays**



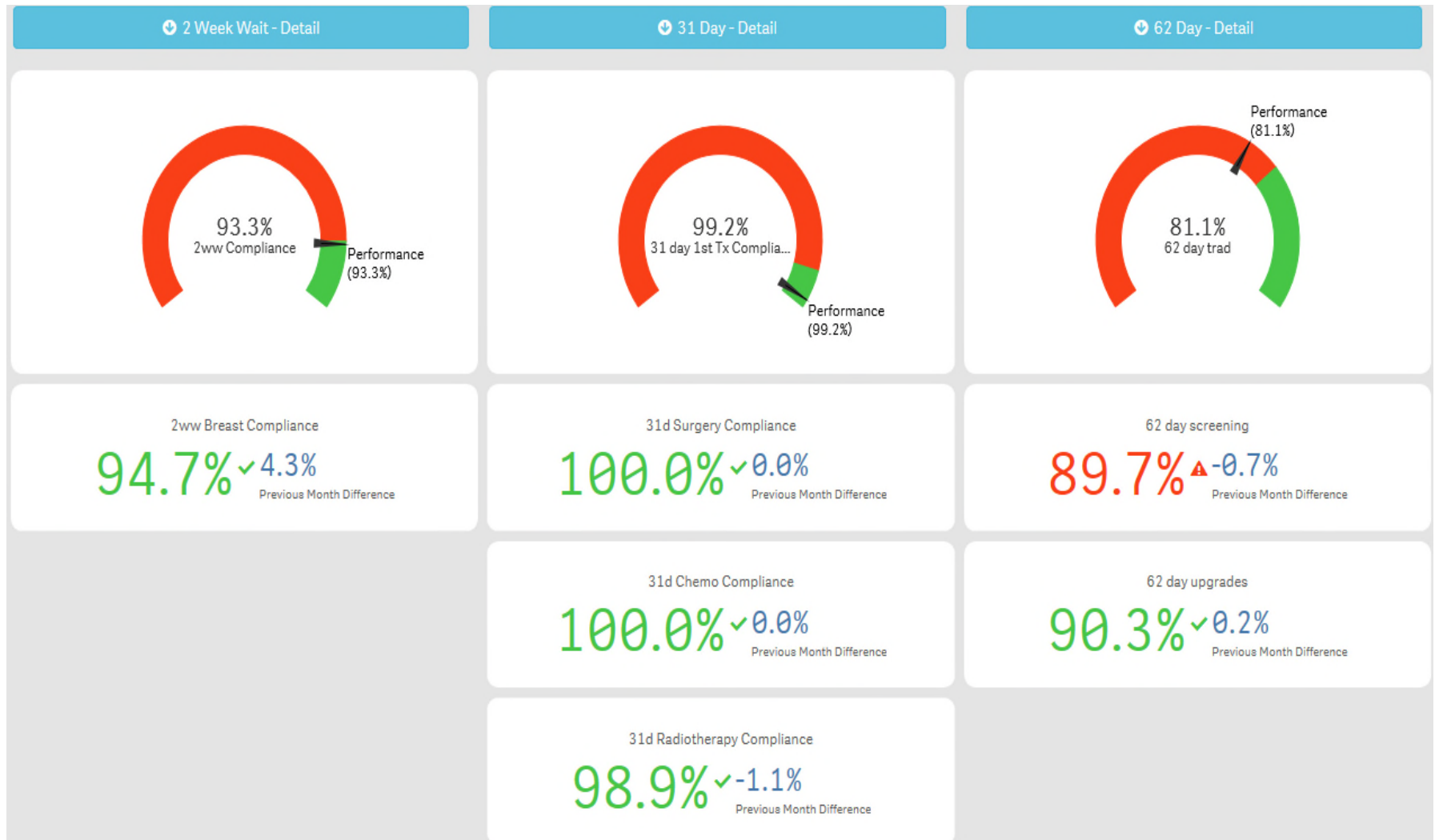
- Lost bed days were down 5.5% when comparing Feb-18 to Feb-17
- They were up 3.62% compared to the previous month of Jan-18

Cancer and Diagnostics

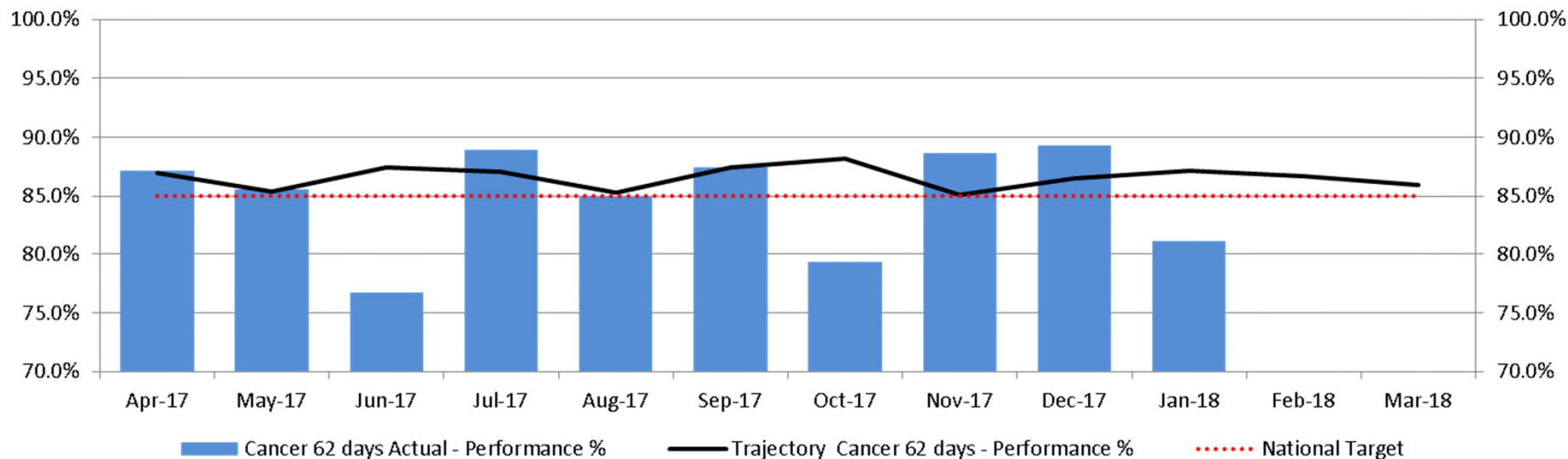


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Cancer Summary – January 2018



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
Trajectory Cancer 62 days - Performance %	87.0%	85.3%	87.4%	87.1%	85.3%	87.4%	88.2%	85.1%	86.5%	87.2%	86.7%	85.9%
Cancer 62 days Actual - >62 days	14.5	17.0	31.0	15.0	22.0	17.0	22.5	16.5	12.0	23.5		
Cancer 62 days Actual - Total seen	113.0	118.0	133.0	136.0	147.0	135.0	109.0	145.0	112.0	124.5		
Cancer 62 days Actual - Performance %	87.2%	85.6%	76.7%	89.0%	85.0%	87.4%	79.4%	88.6%	89.3%	81.1%		

January performance is 81.1%, against a trajectory of 87.2%

Cancer Performance (Site Specific Performance)

										SaTH YTD
Measure	Monthly Target %	July	August	September	October	November	December	January	National Average	
62 days urgent ref to treatment	85	88.00%	85.03%	87.40%	79.40%	88.60%	89.30%	81.12%	81.90%	84.80%
Brain	85	N/A	N/A	N/A	N/A	N/A	N/A	N/A		-
Breast	85	100% 0/17	100% 0/29	100% 0/23	90.00% 1/10	96.70% 1/30	100% 0/15	100% 0/24	93.5%	98.50%
Colorectal	85	77.40% 3½/15½	76.9% 3/13	77.80% 4/18	50.00% 4/8	86.70% 2/15	87.50% 2/16	80.60% 3/15½	73.8%	76.20%
Gynaecology	85	93.30% ½/7½	100% 0/7	92.90% ½/7	100% 0/5	100% 0/5½	50.00% 2/4	70.80% 3½/12	76.9%	80.90%
Haematology	85	88.90% 1/9	84.20% 1½/9½	100% 0/7	80.00% 1/5	83.30% 1/6	100% 0/6	100% 0/2	81.2%	81.30%
Head & Neck	85	80.00% 1/5	60.00% 4/10	80.00% ½/2½	100% 0/2	50.00% 2/4	80.00% ½/2½	66.70% 1/3	61.4%	68.30%
Lung	85	57.10% 6/14	76.00% 3/12½	70.60% 5/17	57.60% 7/16.5	75.00% 2/8	64.30% 2½/17	66.70% 2½/7½	70.9%	66.80%
Skin	85	97.20% 1/36	95.80% 1/24	94.70% 2/38	95.00% 1/20	100% 0/26	96.40% 1/28	100% 0/24	94.5%	96.60%
Upper GI	85	100% 0/9	66.70% 3/9	63.60% 2/5½	72.70% 3/11	72.70% 3/11	75.00% 2/8	42.10% 5½/9½	72.1%	68.00%
Urology	85	84.40% 3½/22½	79.30% 6/29	87.50% 2/16	85.70% 4/28	88.30% 4½/38½	91.30% 2/23	69.20% 8/26	76.4%	86.50%

- 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

Cancer 104 + Days – Actions to improve performance

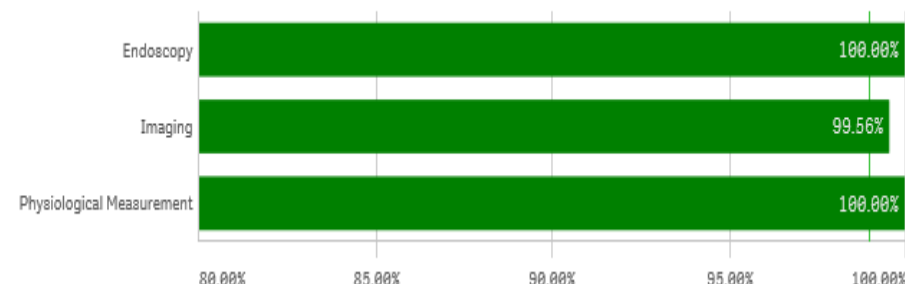
- All patients between 63 and 82 days to have care plan in place to avoid 104 day waits
- RCAs to be reviewed and actions to followed up with Care Groups.
- Review of all patient choice breaches and actions to reduce these.
- Cancer lead Nurse is reviewing all the patient pathways with the CNS teams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

Diagnostic Waiting Times – February 2018

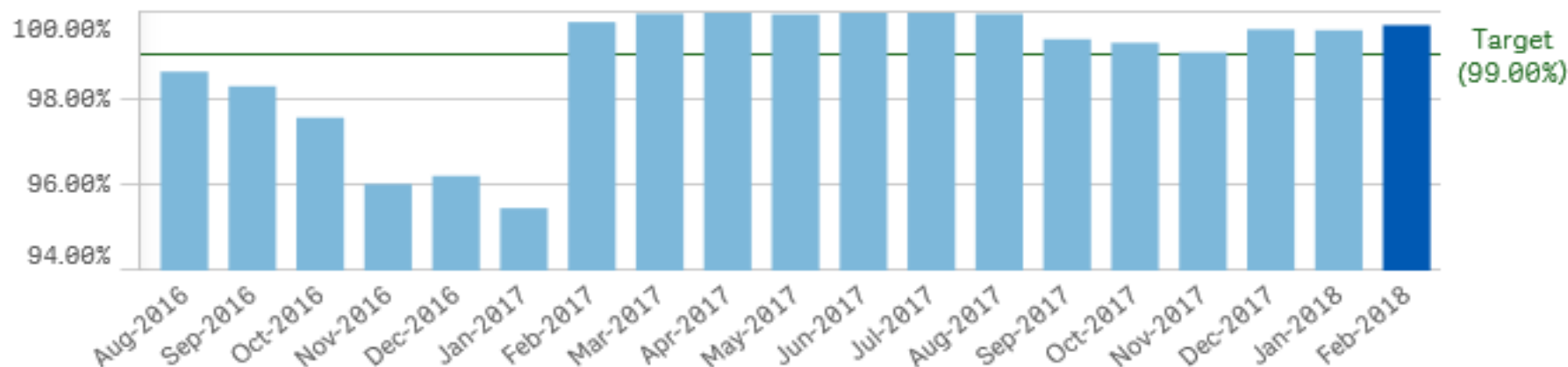
% of patients awaiting a diagnostic test, who have waited less than 6 weeks compared to 99% target

% waited under 6 weeks
99.66% ✓ **0.12%**
 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 February the diagnostic target is projected to continue to achieve.

Workforce



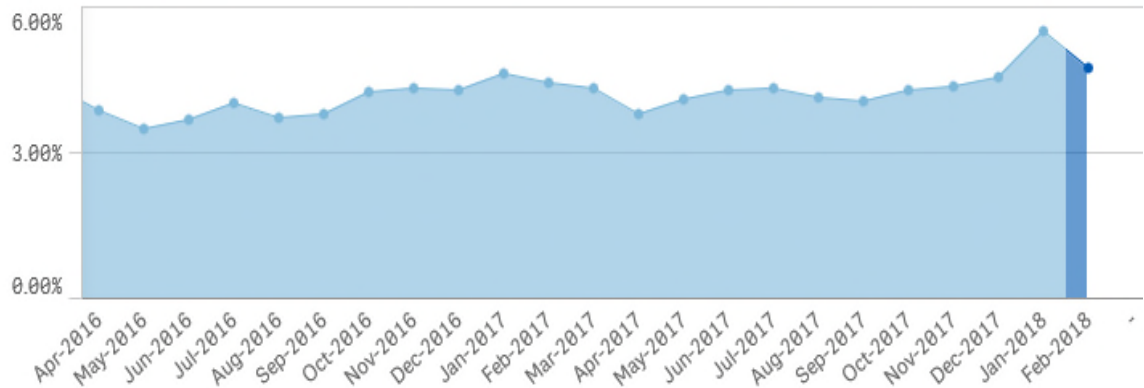
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Workforce Sickness

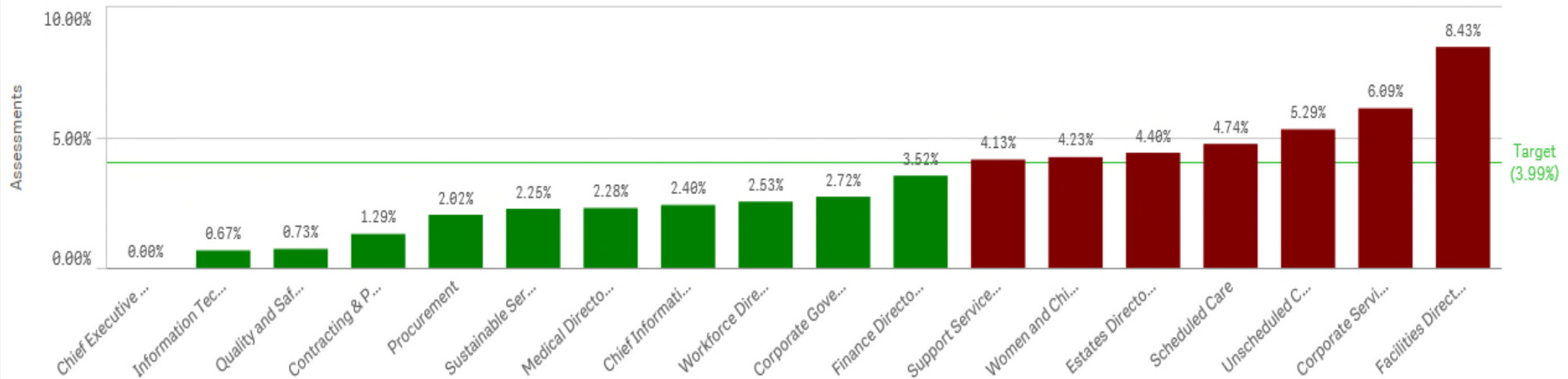
Absent FTE

4.69% ▲ -0.77%
Previous Month Difference

% FTE Absent - Monthly Trend

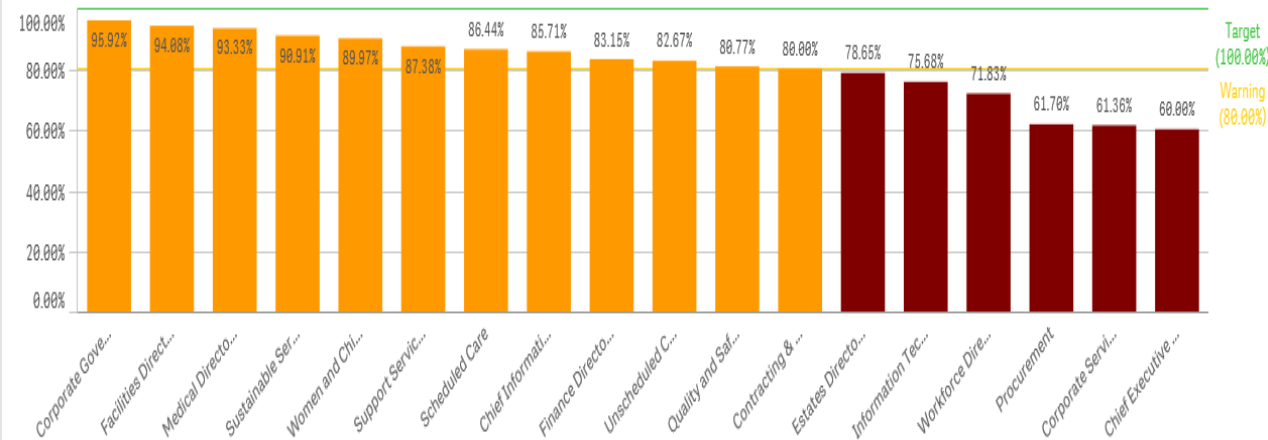


% FTE Attended by Directorate



Workforce – Training and Appraisals Feb-2018

% Appraisals Completed within Timescales split by Care Group

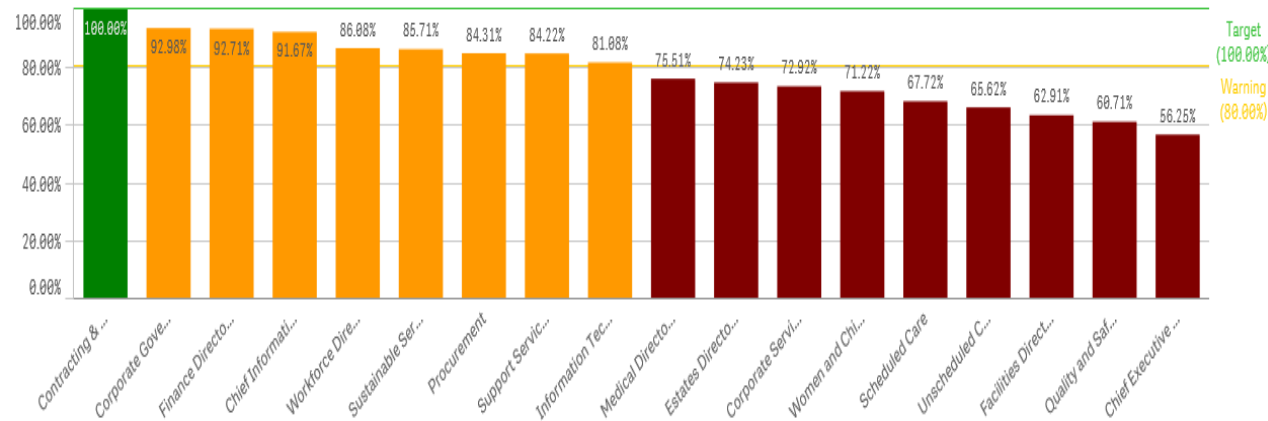


Appraisals in Timescales

85.96% Δ -0.23%
Previous Month Difference

% Appraisals Completed within Timescales for Month

% SSU Compliance split by Care Group



SSU Compliance

71.53% Δ -1.20%
Previous Month Difference

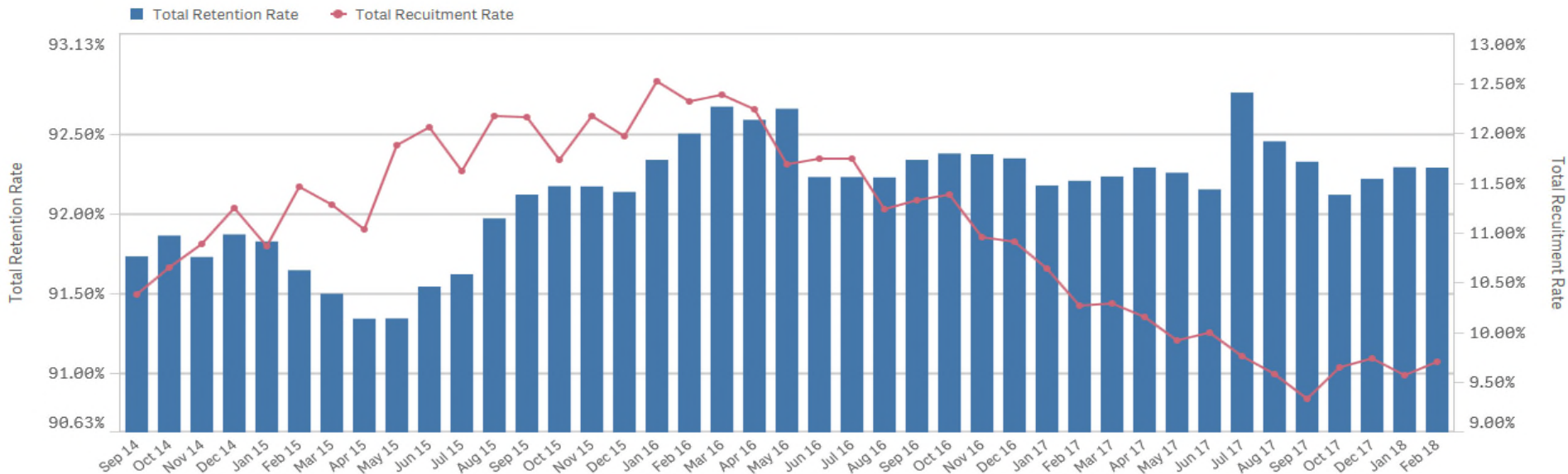
% SSU Compliance for Month

Staff Turn Over Feb 2018 – exc. Junior Doctors

Recruitment Rate
9.69%

Retention Rate
92.29%

Retention Overlaid with Recruitment



Quality



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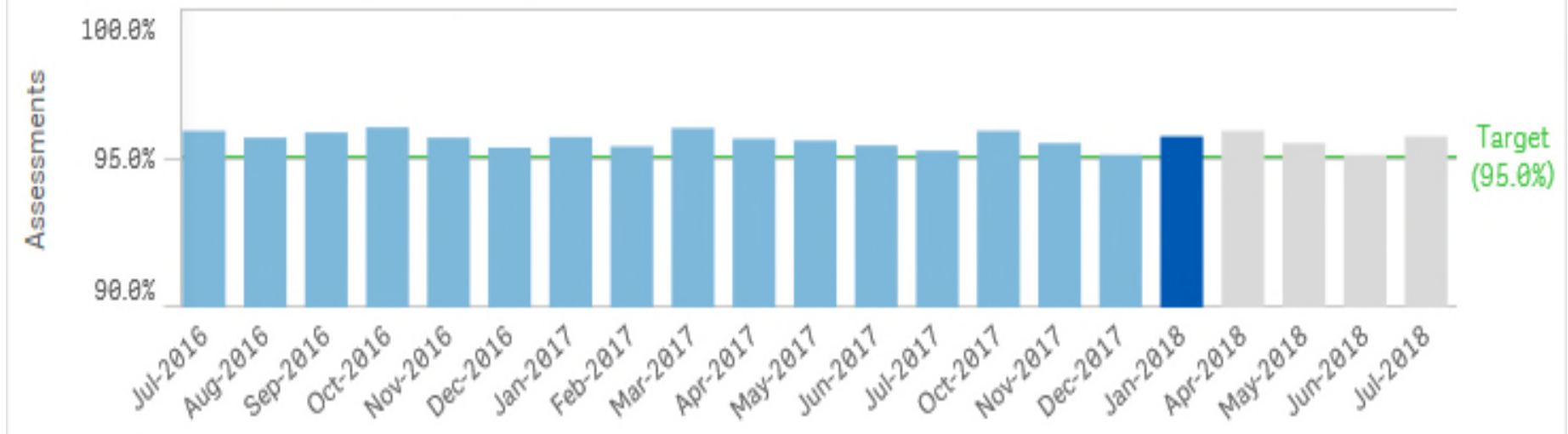
VTE Performance Jan 2018

% of Patients assessed for VTE

VTE Assessed

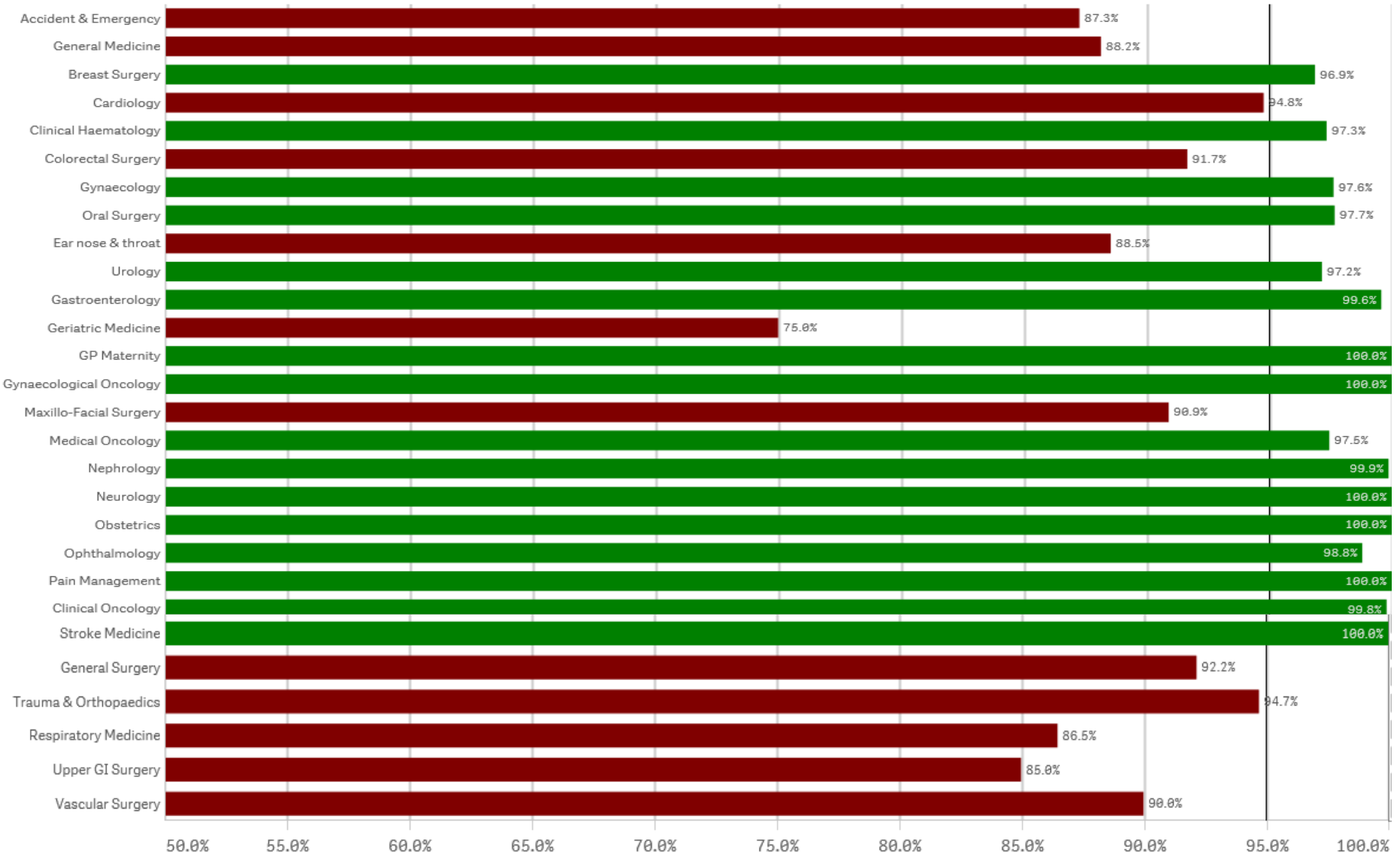
95.7% ✓ 0.6%
Previous Month Difference

% of Patients assessed for VTE - Monthly Trend



VTE Performance Jan 2018 – By Specialty

% of Patients assessed for VTE by Specialty



Quality and Safety

Measure	Year end 16/17	Feb 17	Mar 17	April 17	May 17	June 17	July 17	Aug 17	Sep 17	Oct 17	Nov 17	Dec 17	Jan 18	Year to date 2017/18	Monthly Target 2017/18	Annual Target 2017/18
Clostridium Difficile infections reported	21	1	3	3	4	3	1	3	1	3	2	6	2	28	2	25
No lapse in care identified				1	1	0	1	0	1					4		
Lapse in care identified				3	1	1	2	1	1					9		
Not submitted to panel														2		
MRSA Bacteraemia Infections	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
MSSA Bacteraemia Infections	9	2	1	0	1	1	1	6	2	3	2	4	2	22	None	None
E. Coli Bacteraemia Infections	31	3	1	1	1	1	1	3	3	1	4	2	6	27	None	None
MRSA Screening (elective) (%)	95.2	95.8	95.5	95.5	95.4	95.9	95.9	95.6	95.6	95.5	96.4	96.0	94.0	95.58	95%	95%
MRSA Screening (non elective) (%)	94.4	94.2	95.2	95.2	96.3	95.0	96.1	96.1	97.0	97.2	95.3	95.5	94.8	95.85	95%	95%
Grade 2 Avoidable	35	0	6	3	2	2	4	3	3	4	4	2	2	29	0	0
Grade 2 Unavoidable	112	9	9	10	19	6	12	16	12	7	10	9	4	109	None	None
Grade 3 Avoidable	9	0	0	0	0	1	0	1	2	1	3	0	0	8	0	0
Grade 3 Unavoidable	9	4	1	0	1	2	4	3	0	2	1	1	3	17	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	0	0	0	1	0	0	0	0	0	0	0	1	None	None
Falls reported as serious incidents	5	0	0	0	0	1	0	1	0	0	0	0	0	2	None	None

Quality and Safety cont....

Measure	Year end 16/17	Feb 17	Mar 17	April 17	May 17	June 17	July 17	Aug 17	Sep 17	Oct 17	Nov 17	Dec 17	Jan 18	Year to date 2017/18	Monthly Target 2017/18	Annual Target 2017/18
Number of Serious Incidents	61	3	1	2	4	6	1	4	4	10	7	3	8	48	None	None
Never Events	5	0	0	0	0	0	0	0	0	1	0	0	0	1	0	0
Harm Free Care (%)	94.17 %	92.54	93.9	94.31	94.81	93.48	91.15	92.09	89.91	90.86	90.45	89.06	90.16	91.62	95%	95%
No New Harms (%)	97.94 %	96.77	97.16	98.47	98.18	97.49	95.24	96.59	96.83	96.34	94.84	94.0	96.82	96.48	None	None
WHO Safe Surgery Checklist (%)	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
VTE Assessment		95.34	95.96	95.6	95.5	95.4	95.2	95.4	96.4	95.9	95.5	95.1		95.1	95%	95%
MSA including ITU discharge delays>12hrs	361	33	30	26	17	37	39	31	37	33	39	17	28	304	None	None
Complaints (No)	424	45	49	44	56	42	61	50	45	45	61	31	49	484	None	None
Friends and Family Response Rate (%)	23.8%	22.0	23.8	32.2	22.5	23.3	19.5	20.1	18.3	15%	14.3%	12.3%	11.1%	11.1%	None	None
Friends and Family Test Score (%)	96.6%	96.7	96.6	97.1	96.7	97.0	96.2	97.1	97.2	96.1	96.8	97.4	96.6	96.6%	75%	75%

Finance Update



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Plan to deliver revised 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	Status
	April	May	June	July	August	September	October	November	December	January	February	March	
Income	26727	30218	31043	29065	28820	28667	30635	31290	28456	31623	29040	30174	
Pay	-19810	-20516	-20380	-20200	-20434	-20350	-20367	-20371	-20795	-20899	-20733	-20679	
Non Pay	-8588	-9661	-9830	-9462	-9266	-9003	-10060	-9700	-9503	-9832	-9611	-9840	
Total Expenditure	-28398	-30177	-30210	-29662	-29700	-29353	-30427	-30071	-30298	-30731	-30344	-30519	
EBITDA	-1671	41	833	-597	-880	-686	208	1219	-1842	892	-1304	-345	
Finance Costs	-1151	-1194	-1195	-1196	-1217	-1250	-1231	-1222	-1207	-1207	-1207	-1207	
Surplus / (deficit)	-2822	-1153	-362	-1793	-2097	-1936	-1023	-3	-3049	-315	-2511	-1552	
Cumulative	-2822	-3975	-4337	-6130	-8227	-10163	-11186	-11189	-14238	-14554	-17065	-18617	
Recovery Plan													
Fall claim												(500)	
Sepsis Income reduction									(150)	(17)	(17)	(16)	
Winter funding - Shropshire CCG									520	260	260	260	
Ambulance Handover nurses									225	25	25	25	
Maternity service Income									300	33	33	34	
Readmissions funds - Telford CCG									750	83	83	84	
Contract deal - local CCG's									1,248	156	157	158	
Estate valuation - Financing costs												100	
Care Group - Expenditure reduction									375	375	375	375	
Central Winter Funds										320	320	333	
In Month Recovery Plan	0	0	0	0	0	0	0	0	3,268	1,235	1,236	853	
Revised In Month Forecast Deficit	(2,822)	(1,153)	(362)	(1,793)	(2,097)	(1,936)	(1,023)	(3)	219	920	(1,275)	(699)	
Revised In Cumulative Forecast Deficit before STF Shortfall	(2,822)	(3,975)	(4,337)	(6,130)	(8,227)	(10,163)	(11,186)	(11,189)	(10,970)	(10,051)	(11,326)	(12,025)	
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)	(15,837)	(16,005)	(18,367)	(20,152)	
Actual Month 11 cumulative Deficit after STF Shortfall									(15,605)	(15,985)	(18,379)		
									232	19	(12)		

The above illustrates the plan constructed in November to deliver a revised forecast of £12.025m, a shortfall of £5.962m from the original control total of £6.063m. After accounting for the additional shortfall in STF payments of £8.127m, the total forecast deficit is now £20.152m.

December to February performance against forecast

	April - Nov	December			January			February			Cumulative April - February		
	Actual £000	F'cast £000	Actual £000	Variance £000	F'cast £000	Actual £000	Variance £000	F'cast £000	Actual £000	Variance £000	F'cast £000	Actual £000	Variance £000
Income (excluding STF)	231,341	27,525	27,824	299	30,536	30,579	43	27,953	27,617	(336)	317,355	317,361	6
Income STF	1,188	0	0	0	0	0	0	0	0	0	1,188	1,188	0
Income Recovery Plan		2,893	2,893	0	860	860	0	861	861	0	4,614	4,614	0
Pay	(162,428)	(20,795)	(20,865)	(70)	(20,899)	(20,950)	(51)	(20,733)	(20,883)	(150)	(224,855)	(225,126)	(271)
Pay Recovery Plan		375	375	0	375	375	0	375	375	0	1,125	1,125	0
Non Pay	(75,570)	(9,503)	(9,477)	26	(9,832)	(10,129)	(297)	(9,611)	(9,268)	343	(104,517)	(104,444)	73
Non Pay Recovery Plan				0			0			0	0	0	0
Finance Costs	(9,656)	(1,207)	(1,230)	(23)	(1,207)	(1,116)	91	(1,207)	(1,095)	112	(13,277)	(13,097)	180
Finance cost Recovery Plan											0	0	0
Deficit before STF Shortfall	(15,125)	(712)	(480)	232	(167)	(380)	(213)	(2,362)	(2,394)	(31)	(18,367)	(18,379)	(12)

The underachievement in February mainly relates to pay expenditure. There is also a reduced level of income offset by non pay expenditure relating to high cost drugs and devices.

The above illustrates an over achievement against the forecast in December (£0.232m) and a underachievement in January and February (£0.213m and £0.031m respectively) resulting in a cumulative position broadly in line with the revised plan (£0.012m)

Required Financial Performance for March

	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 Actual £000	January Actual £000	February Actual £000	March F'Cast £000	Total F'Cast £000
Income (exc STF)	26,261	29,752	30,578	28,444	28,199	28,046	29,703	30,358	27,824	30,579	27,617	29,013	346,374
Income STF (Actual Received)	466	466	256	0	0	0	0	0	0	0	0	0	1,188
Income Recovery									2,893	860	861	878	5,492
Total Income	26,727	30,218	30,834	28,444	28,199	28,046	29,703	30,358	30,717	31,439	28,478	29,891	353,054
Pay	(19,810)	(20,516)	(20,380)	(20,200)	(20,434)	(20,350)	(20,367)	(20,371)	(20,865)	(20,950)	(20,883)	(20,966)	(246,092)
Pay Expenditure Recovery									375	375	375	375	1,500
Non Pay	(8,588)	(9,661)	(9,830)	(9,462)	(9,266)	(9,003)	(10,060)	(9,700)	(9,477)	(10,129)	(9,268)	(9,908)	(114,351)
Total Expenditure	(28,398)	(30,177)	(30,210)	(29,662)	(29,700)	(29,353)	(30,427)	(30,071)	(29,967)	(30,704)	(29,776)	(30,499)	(358,944)
EBITDA	(1,671)	41	624	(1,218)	(1,501)	(1,307)	(724)	287	750	736	(1,298)	(609)	(5,890)
Finance Costs	(1,151)	(1,194)	(1,195)	(1,196)	(1,217)	(1,250)	(1,231)	(1,222)	(1,230)	(1,116)	(1,095)	(1,165)	(14,262)
In Month Surplus / (deficit) (Inc STF Shortfall)	(2,822)	(1,153)	(571)	(2,414)	(2,718)	(2,557)	(1,955)	(935)	(480)	(380)	(2,394)	(1,773)	(20,152)
Cumulative Surplus / (deficit) (Inc STF Shortfall)	(2,822)	(3,975)	(4,546)	(6,960)	(9,678)	(12,235)	(14,190)	(15,125)	(15,605)	(15,985)	(18,379)	(20,152)	

The above illustrates the monthly levels of income and expenditure year to date and how that compares to the required levels for the final month of the year.

Operational finance position compared to original plan submitted to NHSI (exc. STF shortfall)

		YTD					In Month		
		Financial Plan	Plan	Actual	Variance		Plan	Actual	Variance
		£000s	£000s	£000s	£000s		£000s	£000s	£000s
Income (exc STF Payment)		348,380	318,704	321,975	3,271		28,107	28,478	371
Pay		(241,070)	(219,073)	(224,001)	(4,928)		(20,154)	(20,508)	(354)
Non-Pay		(108,172)	(100,265)	(104,444)	(4,179)		(9,412)	(9,268)	144
Total expenditure		(349,242)	(319,338)	(328,445)	(9,107)		(29,566)	(29,776)	(210)
EBITDA		(862)	(634)	(6,469)	(5,835)		(1,459)	(1,298)	161
Finance Costs		(14,516)	(13,241)	(13,097)	144		(1,203)	(1,095)	108
Surplus/(deficit) pre STF		(15,378)	(13,875)	(19,566)	(5,691)		(2,662)	(2,394)	268
STF		9,315	8,229	8,229	0		1,087	1,087	0
Surplus/(deficit) post planned STF		(6,063)	(5,646)	(11,337)	(5,691)		(1,575)	(1,307)	268

Forecast Outturn (including Recovery Plan)
£000s
351,866
(244,592)
(114,351)
(358,944)
(7,078)
(14,262)
(21,340)
9,315
(12,025)

Plan	Actual	Variance
£000s	£000s	£000s
28,107	28,478	371
(20,154)	(20,508)	(354)
(9,412)	(9,268)	144
(29,566)	(29,776)	(210)
(1,459)	(1,298)	161
(1,203)	(1,095)	108
(2,662)	(2,394)	268
1,087	1,087	0
(1,575)	(1,307)	268

The table above compares the actual financial performance of the Trust against the original plan submitted to NHSI which planned to deliver a £6.063m deficit after receipt of £9.315m STF payments. At the end of February the trust had exceed this plan by £5.691m, before accounting for the additional shortfall in STF payments.

Sustainability & Transformation Funds (STF)

		YTD		
	Financial Plan	Plan	Actual	Variance
	£000s	£000s	£000s	£000s
Surplus/(deficit) post planned STF	(6,063)	(5,646)	(11,337)	(5,691)
Adjusted STF - A&E Penalty	0	0	(2,258)	(2,258)
Adjusted STF - Financial Position	0	0	(4,783)	(4,783)
Adjusted Surplus/(deficit) post actual STF	(6,063)	(5,646)	(18,378)	(12,732)

Forecast Outturn (including Recovery Plan)
£000s
(12,025)
(2,584)
(5,543)
(20,152)

In Month		
Plan	Actual	Variance
£000s	£000s	£000s
(1,575)	(1,307)	268
0	(326)	(326)
0	(761)	(761)
(1,575)	(2,394)	(819)

To date the Trust has lost £2.258m associated with the current A&E performance and £4.783m linked to the Trusts financial position.

The actual year to date deficit including the STF shortfall is now £18.378m, £12.732m away from original plan.

Cashflow

	Actual February Month £000's	Forecast March Month £000's
Balance Bfwd	5,400	8,102
INCOME		
Income I&E	30,765	30,105
Income - Total Balance Sheet Changes	3	(2,770)
Total Income Cashflow	30,768	36,335
Revolving Working Capital - I&E Deficit		438
Working Capital Support		(1,756)
Revolving Working Capital - STF		
PDC - Capital PRH&E Streaming		1,000
PDC - Capital PRHCDU	200	400
Total Income Cashflow (inc loan)	30,968	38,417
Repayment of RWC - on receipt of STF 1617		
Repayment of RWC - on receipt of STF 1718		0
Total repayment of Loans re STF	0	0
PAY		
Pay I&E	(20,687)	(20,972)
Pay - Total Balance Sheet Changes	0	0
Total Pay Cashflow	(20,687)	(20,972)
NON PAY		
Non Pay I&E	(8,845)	(12,810)
Non Pay - Total Balance Sheet Changes	0	(4,478)
Total Non Pay Cashflow	(8,845)	(17,288)
Finance Costs		
Finance Costs I&E	(126)	(1,912)
Finance Costs - Total Balance Sheet Changes	0	0
Total Finance Costs Cashflow	(126)	(1,912)
Capital		
Capital Expenditure	(809)	(7,082)
Capital - Total Balance Sheet Changes	0	4,443
Total Capital Cashflow	(809)	(2,649)
Total Cashflow	2,702	(6,402)
Balance Cfwd	8,102	1,700

The cashflow is based on forecast outturn deficit of £20.152m. (£12.025m plus £8.127m STF forecast not to be achieved).

To date, the Trust has received £21.470m loan support (including £1.756m Working Capital Loan).