

<b>REPORT TO:</b>	<b>BOARD OF DIRECTORS (BoD)</b>				
<b>REPORT TITLE:</b>	<b>INTEGRATED PERFORMANCE REPORT (IPR)</b>				
<b>MEETING DATE:</b>	<b>10 MARCH 2022</b>				
<b>BOARD SPONSOR:</b>	<b>DIRECTOR OF FINANCE AND PERFORMANCE</b>				
<b>PAPER AUTHOR:</b>	<b>DIRECTOR OF FINANCE AND PERFORMANCE</b>				
<b>APPENDICES:</b>	<b>APPENDIX 1: JANUARY 2022 IPR</b>				
<b>Executive Summary:</b>					
<b>Action Required:</b> (Highlight one only)	Decision	Approval	Information	Assurance	<b>Discussion</b>
<b>Purpose of the Report:</b>	<p>The Trust has been engaged with a new quality improvement programme called “We Care”.</p> <p>The premise is that the Trust will focus on fewer metrics but in return will expect to see a greater improvement (inch wide, mile deep).</p>				
<b>Summary of Key Issues:</b>	<p>The attached IPR is now ordered into the following:</p> <p><b>True Norths-</b> These are the Trust wide key strategic objectives which it aims to have significant improvements on over the next 5 years, as these are challenging targets over a number of years it may be that the targets are not met immediately and it is important to look at longer term trajectories. The areas are:</p> <ul style="list-style-type: none"> <li>• our <b>quality and safety</b>. The two metrics the Trust has chosen to measure against is total harms and mortality rate.</li> <li>• our <b>patients</b>. The four metrics being measured are the Cancer 62-day target, the Accident &amp; Emergency (A&amp;E) 4-hour performance target, the Referral to Treatment (RTT) 18-week target and the Friends and Family recommended %.</li> <li>• our <b>people</b>. The two metrics chosen are staff turnover and staff engagement.</li> <li>• our <b>sustainability</b>. The two metrics chosen to improve are the Trust’s financial position and carbon footprint.</li> <li>• our <b>future</b>. The two metrics chosen are the medically fit for discharge % and virtual outpatients usage.</li> </ul> <p><b>Breakthrough objectives-</b> These are objectives that we are driving over the next year and are looking for rapid improvement. The key areas are:</p> <ul style="list-style-type: none"> <li>• <b>Reducing falls</b>. The target is to have no more than 100 falls per month, this month there was 147.</li> <li>• <b>Reducing deaths from sepsis</b>. The latest reportable figure of October 2021 shows an improvement in the sepsis/ respiratory Hospital Standardised Mortality Ratio (HSMR) figures of 112.4 this is below our target of 117.</li> <li>• <b>Reducing patient time in Emergency Department (ED) once there has been a decision to admit</b>. Total</li> </ul>				

	aggregated delays of 864 hours in our ED remains a significant focus and is higher than our 95-hour target. <ul style="list-style-type: none"> <li>• <b>Improving theatre capacity.</b> The lost theatre opportunities in month was 52 which is worse than the 45 target.</li> </ul> <p><b>Watch Metrics-</b> these are metrics we are keeping an eye on to ensure they don't deteriorate.</p>			
<b>Key Recommendation(s):</b>	To <b>CONSIDER</b> and <b>DISCUSS</b> the True North and Breakthrough Objectives of the Trust.			
<b>Implications:</b>				
<b>Links to 'We Care' Strategic Objectives:</b>				
<b>Our patients</b>	<b>Our people</b>	<b>Our future</b>	<b>Our sustainability</b>	<b>Our quality and safety</b>
<b>Link to the Board Assurance Framework (BAF):</b>	BAF30: Benefits of We Care BAF29: Positive Culture			
<b>Link to the Corporate Risk Register (CRR):</b>	CRR47: Infection Prevention Control (IPC) CRR68: Constitutional Standards CRR77: Maternity Services CRR84: Deteriorating Patient CRR87: Hospital			
<b>Resource:</b>	N			
<b>Legal and regulatory:</b>	N			
<b>Subsidiary:</b>	Y	Working through with the subsidiaries their involvement and impact on We Care.		
<b>Assurance Route:</b>				
<b>Previously Considered by:</b>	None			