

REPORT TO:	BOARD OF DIRECTORS (BoD)
DATE:	2 DECEMBER 2021
REPORT TITLE:	INTEGRATED PERFORMANCE REVIEW (IPR)
BOARD SPONSOR:	DIRECTOR OF FINANCE AND PERFORMANCE
PAPER AUTHOR:	DIRECTOR OF FINANCE AND PERFORMANCE
PURPOSE:	DISCUSSION
APPENDICES:	APPENDIX 1: OCTOBER 2021 IPR

BACKGROUND AND EXECUTIVE SUMMARY

The Trust has been engaged with a new quality improvement programme called “We Care”.

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).

The attached IPR is now ordered into the following:

True Norths - These are the Trust-wide key strategic objectives which it aims to significantly improve 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:

- our **quality and safety**. The two metrics the Trust has chosen to measure against are total harms and mortality rate.
- our **patients**. The four metrics being measured are the Cancer 62-day target, the A&E 4-hour performance target, the RTT 18-week target and the Friends and Family recommended %.
- our **people**. The two metrics chosen are staff turnover and staff engagement.
- our **sustainability**. The two metrics chosen are the Trust’s financial position and carbon footprint.
- our **future**. The two metrics chosen are the medically fit for discharge % and virtual outpatients usage.

Breakthrough objectives - These are objectives that we are driving over the next year and are looking for rapid improvement. The key areas are:

- **Reducing falls**. The target is to have no more than 100 falls per month, this month there was 142.
- **Reducing deaths from sepsis**. The latest reportable figure of Jun-21 shows an improvement in the sepsis/ respiratory HSMR figures of 112.6 this is below our target of 117.
- **Reducing patient time in ED once there has been a decision to admit**. Total aggregated delays of 807 hours in our ED remains a significant focus and is higher than our 95-hour target.
- **Improving theatre capacity**. The lost theatre opportunities in month was 60 which is worse than the 45 target.

Watch Metrics - these are metrics we are keeping an eye on to ensure they don’t deteriorate.

IDENTIFIED RISKS AND MANAGEMENT ACTIONS:	<p>Risk 1. The scorecard does not capture an accurate view of Performance for the Board.</p> <p>Mitigation 1. We have spent a long time agreeing with the subcommittees the level of detail contained within the scorecard, undertaken the catchball session with the Board and this discussion constitutes the next level of engagement to ensure when we go live the scorecard does accurately reflect performance.</p>
LINKS TO STRATEGIC OBJECTIVES:	<p>We care about...</p> <ul style="list-style-type: none"> • Our patients; • Our people; • Our future; • Our sustainability; • Our quality and safety.
LINKS TO STRATEGIC OR CORPORATE RISK REGISTER	<p>CRR47: Infection Prevention Control (IPC) CRR68: Constitutional Standards CRR77: Maternity Services CRR84: Deteriorating Patient CRR87: Hospital BAF30: Benefits of We Care BAF29: Positive Culture</p>
RESOURCE IMPLICATIONS:	None
COMMITTEES WHO HAVE CONSIDERED THIS REPORT	None
SUBSIDIARY IMPLICATIONS:	Working through with the subsidiaries their involvement and impact on We Care
PRIVACY IMPACT ASSESSMENT: NO	EQUALITY IMPACT ASSESSMENT: NO

RECOMMENDATIONS AND ACTION REQUIRED:

The Board of Directors is asked to **CONSIDER** and **DISCUSS** the True North and Breakthrough Objectives of the Trust.