



## Operational Performance Metrics and Quality Indicators

### Month 9 2016/17 – period ending 31<sup>th</sup> December 2016

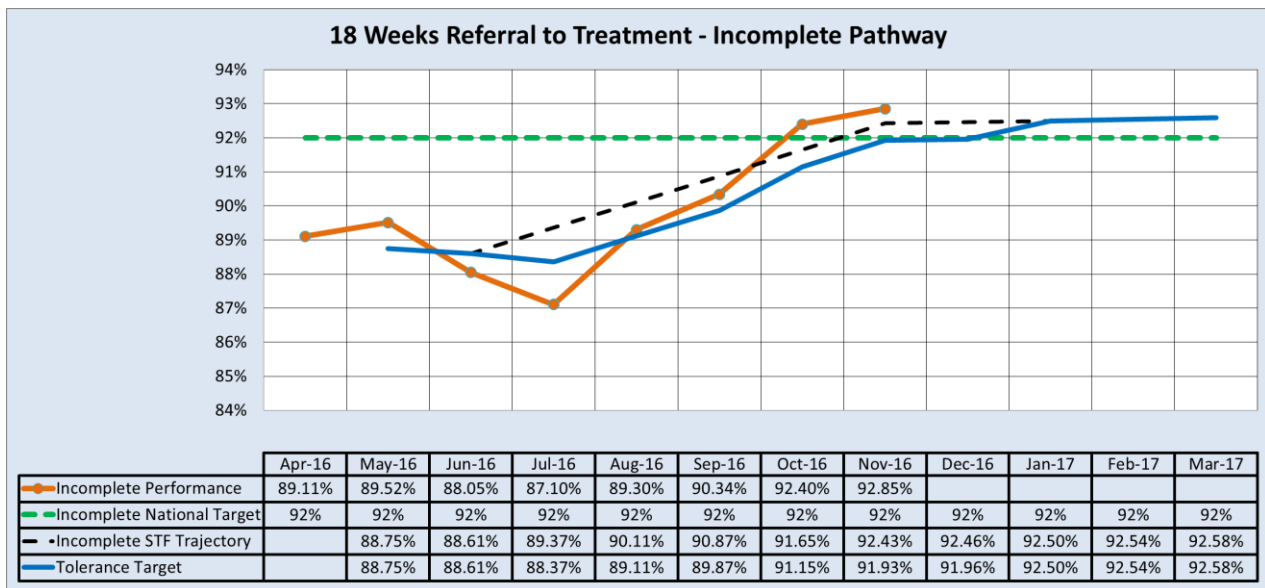
NHS Improvement - Single Oversight Framework; Quality Indicators					
<i>Clostridium difficile</i>	M9 1	YTD M9 10	YTD M9 Cases under review 2	Performance Standard Dept. Health Trajectory = 23	Variance from Threshold -23 YTD
<b>MRSA Bacteraemia</b>	M9 0		YTD M9 0	Zero tolerance	0 cases reported to PHE for M9
Indicator	M9		M9 Target		Variance from Target / Trajectory M8 Position
<b>18 weeks RTT Incomplete</b>	91.98%		M9 Trajectory = 91.96%		+0.02
<b>52 week breaches</b>	0		Zero tolerance		Zero breaches for M9
<b>Number of diagnostic tests waiting 6 weeks+ (%)</b>	0%		1%		1% target met for M9
<b>Cancer - 62 day Urgent GP referral to first definitive treatment</b>	12 patients 76.92%		M9 Trajectory = 59.50%		+17.42%
<b>Cancer - 62 day Urgent GP referral to first definitive treatment - shadow reporting</b>	12 patients 83.33%		M9 Trajectory = 59.50%		+23.83%

NHS England - NHS Standard Contract				
<b>Urgent operations cancelled for the 2nd time</b>	0	Zero tolerance		Zero breaches for M9
<b>Cancelled Operations; not carried out within 28 days</b>	0	Zero tolerance of no readmission within 28 days		Zero breaches for M9
<b>Cancelled Procedures; (Catheter Labs, Transplant Assessment and Bronchoscopy Suite); not carried out within 28 days</b>	0	Zero tolerance of no readmission within 28 days		Zero breaches for M9
<b>Cancer – 14 day Urgent GP Referral</b>	No. of cases M9 2016/17 = 0		93%	Target met for M9
<b>Cancer – 31 day 1st treatment</b>	27 patients 96.30%		96%	Target met for M9
<b>Cancer – 31 day subsequent treatment</b>	16 patients 93.75%		94%	-0.25%

Incidents					
	16/17 M9	15/16 Total Incidents	15/16 YTD Incidents at M9	16/17 YTD Incidents at M9	Δ
<b>Outbreaks of Infection</b>	0	2	1	2	+1
<b>Serious Incidents</b>	3	24	17	10	-7
<b>Never Events</b>	0	0	0	0	0

### 1.3.1 18 week Referral to Treatment Time Targets

#### Performance against the Sustainability and Transformation Fund (STF) trajectory



#### 18 weeks RTT by National Specialty – Incomplete Pathways December 2016

National Specialty	Specialty	Incomplete			
		< 18w	>= 18W	Total	% < 18w
Cardiology	Cardiology (Brompton)	1,173	114	1,287	91.14%
	Cardiology (Harefield)	1,677	159	1,836	91.34%
<b>Cardiology</b>		<b>2,850</b>	<b>273</b>	<b>3,123</b>	<b>91.26%</b>
<b>Thoracic Medicine</b>		<b>1,215</b>	<b>18</b>	<b>1,233</b>	<b>98.54%</b>
Cardiothoracic Surgery	Cardiac Surgery (Brompton)	236	75	311	75.88%
	Cardiac Surgery (Harefield)	294	117	411	71.53%
	Thoracic Surgery	177	6	183	96.72%
<b>Cardiothoracic Surgery</b>		<b>707</b>	<b>198</b>	<b>905</b>	<b>78.12%</b>
Other	Other	121	5	126	96.03%
	Paediatrics	973	16	989	98.38%
	Transplant	65	6	71	91.55%
	Unknown	0	1	1	0.00%
<b>Other</b>		<b>1,159</b>	<b>28</b>	<b>1,187</b>	<b>97.64%</b>
		<b>5,931</b>	<b>517</b>	<b>6,448</b>	<b>91.98%</b>

- The way that the new 'Lorenzo' PAS records RTT information is significantly different to the old PAS, capturing pathways that were not captured before, thereby remedying a pre-existing data quality problem – and resulting in an initial increase of >2,600 'open' pathways.
- The 'new normal' for the number of open pathways is likely to fall somewhere between the two figures. As validation proceeds, greater certainty will be achieved over the quality of the data and the expected number of open pathways in the new system will be defined.
- Validation of the patient records has been identified as a high priority task, is being overseen by the PAS Implementation Group, and is beginning to bring the number of open pathways down – but it is too early to assess the likely end-point of this work.
- Fortnightly meetings are continuing with NHS England and NHS Improvement in order to monitor the Remedial Action Plan (RAP) which is designed to deliver the STF trajectory. Both NHSE and NHSI have been made aware of the data quality risks following implementation of the Lorenzo PAS.

For M9; the STF trajectory target for 18 week Referral to Treatment Time performance (91.96%) has been met.

### 1.3.2 Cancer Target - 62 days to 1st Treatment

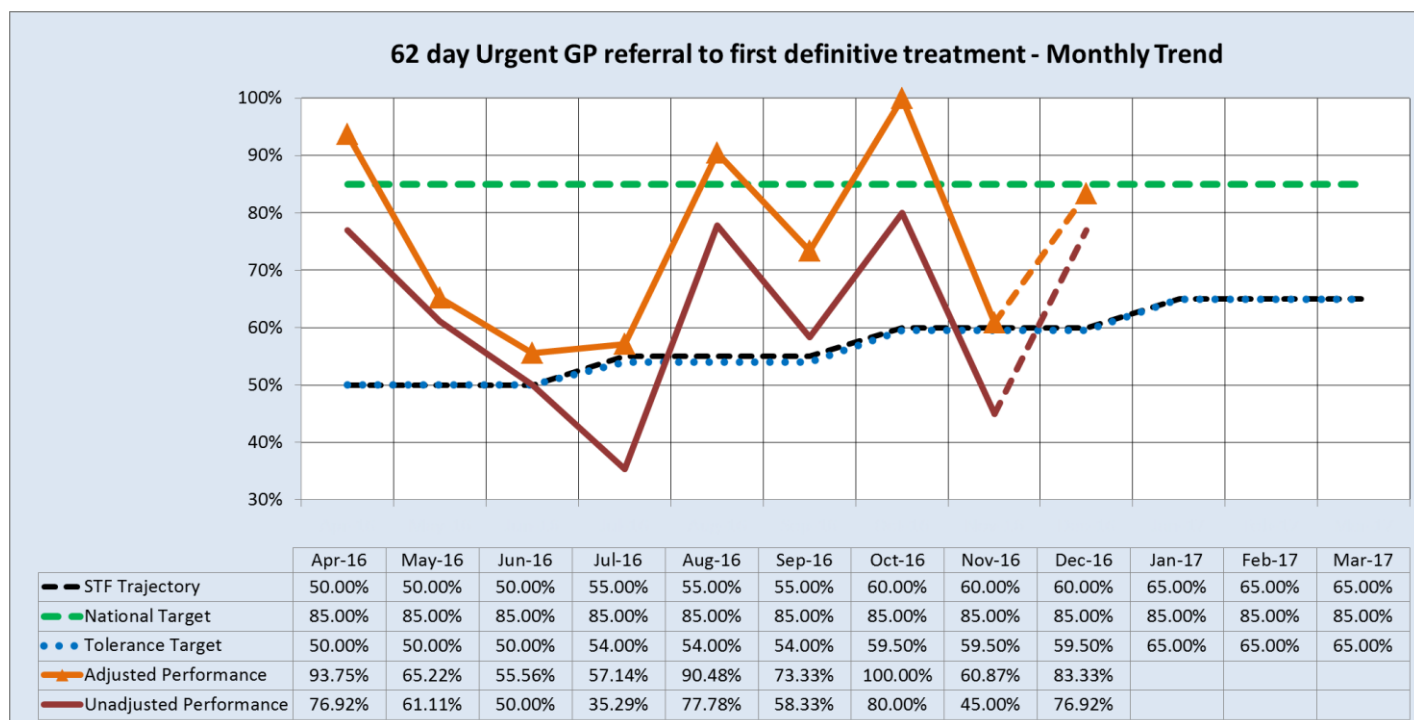
#### Trust Actions – Update:

- The Trust’s Cancer Action Plan continues to be reviewed at the Lung Division Quality and Safety Meeting.

#### Referral Centre Actions – Update:

- A plan is being developed for each of the main referring centres. Visits / VCR meetings will have been completed by 31<sup>st</sup> March 2017.
- There is a meeting on 26<sup>th</sup> January 2017 with the National Lung Cancer Audit and National Cancer Registry to discuss resection rates associated with referring centres to seek assurance that patients are receiving surgery where this is the best treatment.

Performance against the Sustainability and Transformation Fund trajectory agreed with NHSI with breach allocations taken into account (Shadow Reporting) and without breach allocations.



- Adjusted Performance (M9 provisional data)
- Unadjusted Performance (M9 provisional data)

For M9; the STF trajectory target for urgent GP referral for suspected cancer to first definitive treatment (59.50%) was met when measured using shadow reporting (including breach allocations), and was also met if breach allocations are excluded.

## Cancer Target - 62 days to 1<sup>st</sup> Treatment

### Detail of all 62 Day Urgent GP referral (breach + non breach) M9

Referring Trust & Hospital	Day Referral Received by RBHFT	No. of days from receipt of referral at RBHFT to treatment	No. of days from GP referral to treatment	Allocation Status				
				Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5
Buckinghamshire Healthcare NHS Trust Stoke Mandeville Hospital	21	5	26		✓			
	46	10	56	✓				
	59	3	62	✓				
Buckinghamshire Healthcare NHS Trust Wycombe Hospital	28	14	42		✓			
	43	14	57	✓				
East And North Hertfordshire NHS Trust Lister Hospital	41	21	62	✓				
Frimley Health NHS Foundation Trust King Edward VII Hospital	91	14	105				✓	
Frimley Park Hospital NHS Foundation Trust Frimley Park Hospital	7	19	26		✓			
Luton And Dunstable Hospital NHS Foundation Trust Luton And Dunstable Hospital	49	13	62	✓				
West Hertfordshire Hospitals NHS Trust Watford General Hospital	12	15	27		✓			
	28	40	68			✓		
	98	25	123					✓
	33	26	59		✓			

During M9, three patients experienced waiting times at the Trust of more than 24 days.

One patient wanted to speak to an Oncologist regarding potential treatment options before deciding whether to have surgery. The delay was therefore due to patient choice and thinking time regarding the way they wished their condition to be managed.

The other two patients were on complex diagnostic pathways and required further diagnostic tests. Trust before surgery could be advised to be the right treatment. Part of the 24 days allocated for surgical treatment was therefore dedicated to diagnostic testing which led to the wait from the receipt of referral to treatment being more than 24 days.

Clinical outcomes were good in all three cases.

**Performance using pre breach allocation \ national breach allocation up to the end of month 9 (Q3)**  
**NHS Improvement guidance requires reporting of:**

**i) Performance without breach allocation:**

Period	Total treated	Total treated in time	Unadjusted Performance
Oct-2016	5	4	80.00%
Nov-2016	10	4.5	45.00%
Dec-2016	6.5	5	76.92%

**ii) Performance using national breach allocation guidance published April 2016.**

Period	Total treated	Unadjusted Performance	Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5	Adjusted Performance
Oct-2016	5	80.00%	1	3	0	1	0	100.00%
Nov-2016	10	45.00%	2.5	2	1	2	2.5	60.87%
Dec-2016	6.5	76.92%	2.5	2.5	0.5	0.5	0.5	83.33%

- The table above shows performance in the currency used by the national IT system Open Exeter.
- For the 62 day cancer target, the starting point is that each breach is shared. Therefore, each patient is shown as 0.5.
- In making the breach allocations, the Trust has used an algorithm agreed with NHS Improvement for shadow reporting.
- Of 13 patients treated during M9, 10 were treated in time (scenario 1 + scenario 2).
- Of 13 patients treated during M9, under the new breach allocation guidance, 1 was allocated to the referring provider (scenario 4).
- The data for M8 November is drawn from the Open Exeter report generated on Monday 9<sup>th</sup> January 2017.
- The data for M9 (December 2016) is still provisional and will be finalised and made available for report generation by the national system, Open Exeter, on 6<sup>th</sup> February 2017.

### 1.3.3 Cancer - 31 day decision to treat to first definitive treatment

#### M9 (December) - Provisional data drawn from Trust sources

	Total Treated	No. Treated within time	Performance
<b>Dec</b>	27	26	<b>96.30%</b>

- The target was met for M9.
- Of 27 patients treated in M9, 26 were treated in time.
- Out of 27 patients, 14 were solely on a 31 day first definitive treatment pathway and 13 were on a 31 day first definitive treatment pathway and as well as the 62 day Urgent GP referral pathway.

### 1.3.4 Cancer - 31 day decision to treat to subsequent treatment

#### M9 (December) - Provisional data drawn from Trust sources

Cancer Targets	Total Treated (Patients)	No. Treated (Patients) within time	Performance
31 day decision to treat to subsequent treatment (Surgery)	16	15	<b>93.75%</b>

- The target was not met for M9.
- Of 16 patients treated in M9, 15 were treated in time.
- There was 1 breach of the 31 day subsequent treatment pathway. This patient breached the 31 day target by 5 days. The patient waited longer for their surgeon of choice to be available. The clinical outcome was good.

### 1.3.4 Cancelled Operations

#### E.B.S.6: Urgent operations cancelled for a second time

- The number of patients whose urgent operation was cancelled for the 2nd time in M9 was 0.
- The number of patients whose urgent operation was cancelled for the 2nd time YTD is 0.

#### E.B.S.2: Cancelled Operations

**Definition;** all patients who have operations cancelled; on or after the day of admission (including the day of surgery), for non-clinical reasons to be offered another binding date within 28 days of the patient’s treatment to be funded at the time and hospital of the patient’s choice.

**Numerator** - No. of operations and procedures not rescheduled and carried out within 28 days.

**Denominator** - The number of patients whose operation was cancelled at the last minute by the hospital, for non-clinical reasons

#### **M9, December 2016**

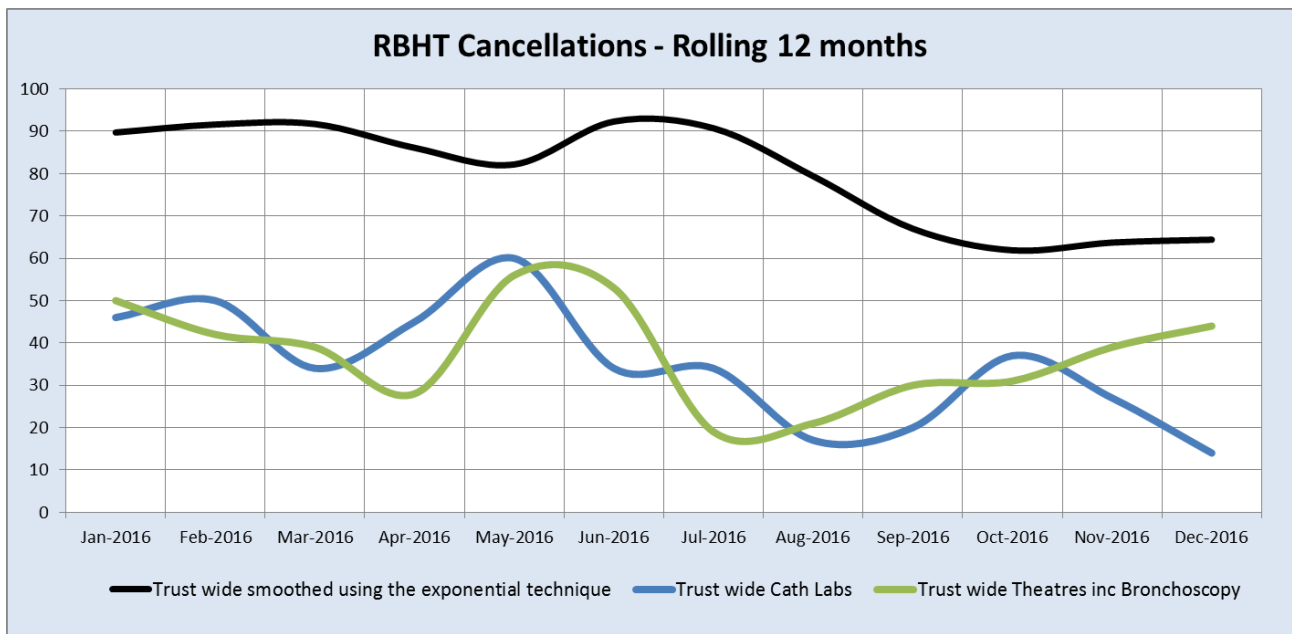
##### Detail of Numerator – Cancelled Operations (28 day rescheduled bookings)

During M9, there were zero breaches of the pledge to offer another binding date within 28 days of the patients operation being cancelled for the first time.

##### Detail of Denominator – Cancelled Operations and procedures

There were 58 patients whose operation or procedure was cancelled in December 2016; 14 at Royal Brompton Hospital and 44 at Harefield Hospital.

#### Graph below: Cancellation trend in rolling 12 months



### Quarter 3 Performance 2016/17

Cancelled operations data is reported to Unify on a quarterly basis. This is known as the QMCO report. The date for submission for Quarter 3 data is 26<sup>th</sup> January 2017.

Numerator	Number of breaches of the pledge to offer another binding date within 28 days												
Area/Site	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Q1	Q2	Q3	YTD
Theatres	3	0	0	0	0	0	0	3	0	6	0	3	6
Catheter Labs	0	0	1	0	0	0	0	0	0	1	0	0	1
Bronchoscopy Suite	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>RBH Total</b>	<b>3</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>3</b>	<b>7</b>
Theatres (inc Bronchoscopy)	0	0	0	0	1	0	0	0	0	1	1	0	1
Catheter Labs	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	1	0	0	0	0	0	0	0	0	1	0	0	1
<b>HH Total</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>2</b>
<b>Trustwide</b>	<b>4</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>5</b>	<b>1</b>	<b>3</b>	<b>9</b>

Denominator	Cancelled operations and procedures												
Area/Site	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Q1	Q2	Q3	YTD
Theatres	14	22	15	8	3	10	16	20	4	51	21	40	112
Catheter Labs	22	37	23	19	10	13	16	15	10	82	42	41	165
Bronchoscopy Suite	1	2	2	0	2	1	0	1	0	5	3	1	9
<b>RB Total</b>	<b>37</b>	<b>61</b>	<b>40</b>	<b>27</b>	<b>15</b>	<b>24</b>	<b>32</b>	<b>36</b>	<b>14</b>	<b>138</b>	<b>66</b>	<b>82</b>	<b>286</b>
Theatres (inc Bronchoscopy)	13	32	36	11	16	19	15	18	40	81	46	73	200
Catheter Labs	23	23	11	15	7	7	21	12	4	57	29	37	123
Other	1	7	9	1	1	2	2	1	0	17	4	3	24
<b>HH Total</b>	<b>37</b>	<b>62</b>	<b>56</b>	<b>27</b>	<b>24</b>	<b>28</b>	<b>38</b>	<b>31</b>	<b>44</b>	<b>155</b>	<b>79</b>	<b>113</b>	<b>347</b>
<b>Trustwide</b>	<b>74</b>	<b>123</b>	<b>96</b>	<b>54</b>	<b>39</b>	<b>52</b>	<b>70</b>	<b>67</b>	<b>58</b>	<b>293</b>	<b>145</b>	<b>195</b>	<b>633</b>

Performance against indicator E.B.S.2													
Site	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Q1	Q2	Q3	YTD
<b>RB Total</b>	<b>8.11%</b>	<b>0.00%</b>	<b>2.50%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>8.33%</b>	<b>0.00%</b>	<b>2.90%</b>	<b>0.00%</b>	<b>3.66%</b>	<b>2.45%</b>
<b>HH Total</b>	<b>2.70%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>4.17%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.65%</b>	<b>1.27%</b>	<b>0.00%</b>	<b>0.58%</b>
<b>Trustwide</b>	<b>5.41%</b>	<b>0.00%</b>	<b>1.04%</b>	<b>0.00%</b>	<b>2.56%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>4.48%</b>	<b>0.00%</b>	<b>1.71%</b>	<b>0.69%</b>	<b>1.54%</b>	<b>1.42%</b>

Under the NHS Standard contract, the penalty for each breach of the requirement to offer another binding date within 28 days is loss of income for that spell of care.