

Performance Exception Report																										
Month	Executive Director:	J Tozer																								
	Completed by:	D Furnival																								
Indicator	Cancelled Operations																									
Variation from plan	<p>The Trust recorded 1.4% non-clinical cancellations on the day for the month of August against the below 0.8% target. The below graph demonstrates a significant deterioration in both weeks 3 and 5 of the Month.</p> <table border="1"> <caption>Graph Data</caption> <thead> <tr> <th>Week</th> <th>Number Cancelled</th> <th>% Cancelled</th> <th>Target % Cancelled</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>7</td> <td>0.8</td> <td>0.8</td> </tr> <tr> <td>2</td> <td>5</td> <td>0.8</td> <td>0.8</td> </tr> <tr> <td>3</td> <td>9</td> <td>1.1</td> <td>0.8</td> </tr> <tr> <td>4</td> <td>5</td> <td>1.0</td> <td>0.8</td> </tr> <tr> <td>5</td> <td>17</td> <td>1.4</td> <td>0.8</td> </tr> </tbody> </table>		Week	Number Cancelled	% Cancelled	Target % Cancelled	1	7	0.8	0.8	2	5	0.8	0.8	3	9	1.1	0.8	4	5	1.0	0.8	5	17	1.4	0.8
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4	5	1.0	0.8																							
5	17	1.4	0.8																							
Reason for variation	<p><b>August - Week 3</b></p> <p>In week 3 there were 9 cancellations on the day. 1 list overran because a patient had a difficult intubation and 3 others were cancelled due to overbooking of the Trauma lists. A further 2 patients were cancelled as a 2<sup>nd</sup> operating theatre needed opening overnight resulting in the theatre staff being unable to work the following day. 1 patient was cancelled due to failure of the x-ray machine and 2 patients were sent the wrong starving instructions.</p> <p><b>August - Week 5</b></p> <p>During the final 5 days of August there were 16 cancellations on the day of which 10 were due to the failure of the endoscopy washers. 1 Gynae patient was cancelled because the surgeon was unwell, 3 were due to admin errors and 2 because emergencies took priority.</p>																									
Impact	Patient outcomes or experience																									

	<p>Whilst all patients were re-dated within 28 days of cancellation, this does not diminish the extremely poor experience for the patient in having an operation cancelled on the day.</p> <p>The current position is 97.9% against the 95.0% 28 day re-admission target</p>	
	Financial position	
	<p>The cancellations have led both to a loss of income and increased expenditure to the Trust. The cancellations have affected utilisation of both theatres and the bed base, and now mean that future work has been rescheduled to accommodate these patients within 28 days.</p>	
	Monitor targets and/or contractual requirements	
	<p>The cancellations could affect both 18 week RTT performance and the diagnostic performance as reported through DM01. For both of these there are local or national penalties.</p> <p>Working is ongoing to mitigate the likely impact, with the greater risk to DM01 as only 1% of patients can be waiting 6+ weeks at month end.</p>	
<b>Actions to be taken to address variation</b>	Date	Description
	Oct 2012	Specialty Review for Trauma to take place
	05.09.2012	Paper escalated to Execs regarding unreliable endoscopy washers and impact on performance. Support sought and gained for the replacement of the endoscopy washers, for which work is underway, albeit paused at present.
	10.09.2012	RCA of all cancellation on the day undertaken by operational managers and presented at weekly cancelled ops meetings along with actions to prevent re-occurrence
	24.09.2012	Work required to minimize the frequency of list changes as rescheduling often the RCA of admin errors
<b>Forecast date to return to plan</b>	Performance as at 23.9.12 is 1.1%, a recovery of 0.3% since August. If no more cancellations were to occur 0.51% could be achieved. Preventing cancellations will continue to be priority.	
<b>Forecast outturn</b>		
<b>Monitoring</b>	Monitored at the weekly cancelled ops meeting and daily by the General Manager for Surgical Support Services by the daily theatres report.	

<b>Recommendation</b>	
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Performance Exception Report																																									
Month	Executive Director:	Jez Tozer																																							
	Completed by:	Alison Dalton																																							
Indicator	Delayed Transfers of Care																																								
Variation from plan 	August is reported as 2.3% against a target of <=2%.																																								
Reason for variation	<p>Delayed discharges from Intermediate Care Units has significantly increased during August.</p> <p>The majority of the delays are due to patient / family choice. Patients expect their relatives to be involved in their discharge planning arrangements and the holiday period has impacted on the process.</p> <p>To a lesser extent, there was an increase in delays awaiting Social Services Assessment.</p> <table border="1" data-bbox="446 1012 1170 1619"> <thead> <tr> <th></th> <th><u>JULY</u></th> <th><u>AUG</u></th> </tr> </thead> <tbody> <tr> <td colspan="3"><b><u>NHS RESPONSIBILITY</u></b></td> </tr> <tr> <td>Patient / family choice - IMC</td> <td>64</td> <td>161</td> </tr> <tr> <td>Patient / family choice - hospital</td> <td>24</td> <td>24</td> </tr> <tr> <td>Awaiting further NHS care</td> <td>12</td> <td>12</td> </tr> <tr> <td>Awaiting resi bed</td> <td>6</td> <td>6</td> </tr> <tr> <td>Awaiting IMC bed</td> <td>2</td> <td>6</td> </tr> <tr> <td>Awaiting further non-acute</td> <td></td> <td>12</td> </tr> <tr> <td>Awaiting housing</td> <td>7</td> <td>0</td> </tr> <tr> <td colspan="3"><b><u>ATTRIBUTABLE TO SOCIAL CARE</u></b></td> </tr> <tr> <td>Completion of assessment</td> <td>8</td> <td>23</td> </tr> <tr> <td>Care package in own home</td> <td>0</td> <td>10</td> </tr> <tr> <td><b>TOTAL</b></td> <td><b>123</b></td> <td><b>254</b></td> </tr> </tbody> </table>			<u>JULY</u>	<u>AUG</u>	<b><u>NHS RESPONSIBILITY</u></b>			Patient / family choice - IMC	64	161	Patient / family choice - hospital	24	24	Awaiting further NHS care	12	12	Awaiting resi bed	6	6	Awaiting IMC bed	2	6	Awaiting further non-acute		12	Awaiting housing	7	0	<b><u>ATTRIBUTABLE TO SOCIAL CARE</u></b>			Completion of assessment	8	23	Care package in own home	0	10	<b>TOTAL</b>	<b>123</b>	<b>254</b>
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	<p>Patients continued to be cared for whilst residents.</p> <p>With the exception of one patient who was delayed for 6 days waiting a Firwood bed, there was no impact on patients waiting for IMC beds from acute beds.</p>	
	Financial position	
	None within month but delays need to be kept to a minimal to reduce number of beds within the hospital.	
	Monitor targets and/or contractual requirements	
	All targets have been met despite the increase.	
<b>Actions to be taken to address variation</b>	Date	Description
	Commenced July 2012	Patient information and communication has been improved to ensure that carers are made aware on admission of their PDD; Discharge policy in review period
	Aug 2012	Health Economy Patient Choice Task and Finish Group established
	On-going	Delays are escalated daily
<b>Forecast date to return to plan</b>	YTD the Trust is 1.5% and remains below target.	
<b>Forecast outturn</b>	On plan	
<b>Monitoring</b>	Weekly via Sitrep; Monthly via Bed Reduction Work Programme	

<b>Recommendation</b>	Embrace recommendations from HE Task and Finish Group
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Performance Exception Report	
<b>Month</b>	<b>Executive Director:</b> Jeremy Tozer
	<b>Completed by:</b> Rae Wheatcroft
<b>Indicator</b>	31 day cancer standard (drug treatment)
<b>Variation from plan</b> 	July performance for the 31 day standard (drug treatment) was 96.1% against the operational standard of 98%.
<b>Reason for variation</b>	One patient on a Breast Pathway chose to have her chemotherapy at Bolton as opposed to The Christie Hospital. There was capacity at The Christie for the treatment; however the patient had the right to choose Bolton. There was insufficient capacity at Bolton for her treatment to commence within the timeframe.
<b>Impact</b>	<b>Patient outcomes or experience</b>
	The patient's choice was fulfilled and enabled continuity of care through services being delivered locally.
	<b>Financial position</b>
	There is no financial consequence of failure of this performance standard in the month.
<b>Monitor targets and/or contractual requirements</b>	<b>Monitor targets and/or contractual requirements</b>
	The forecast is to achieve this performance standard for the quarter. Failure of the standard would result in the allocation of 1.0 monitor point.

Actions to be taken to address variation	Date	Description
	1/11/12	Meeting with representatives from The Christie to identify the steps needed to increase capacity in the Churchill Unit for Breast Chemotherapy.
Forecast date to return to plan	August 2012	
Forecast outturn		
Monitoring		

<b>Recommendation</b>	Support the expansion of local capacity
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