



With all of us in mind

Quality Performance Report

Strategic Overview

August 2015

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Introduction

Dear Board Member/Reader

Welcome to the Trust's Integrated Performance Report: Strategic Overview for August 2015 information unless stated. The integrated performance strategic overview report is a key tool to provide assurance to the Board that the strategic objectives are being delivered and to direct the Board's attention to significant risks, issues and exceptions.

The Trust continues to improve its performance framework to deliver the Trust IM&T strategy of right information in the right format at the right time. Performance reports are now available as electronic documents that allow the reader to look at performance from different perspectives and at different levels within the organisation.

Performance is reported through a number of key performance indicators (KPIs) using the Trust's balanced score card to enable performance to be discussed and assessed with respect to

- Business Strategic Performance – Impact & Delivery
- Customer Focus
- Operational Effectiveness – Process Effectiveness
- Fit for the Future - Workforce

KPIs provide a high level view of actual performance against target and assurance to the Board about the delivery of the strategic objectives and adhere to the following principles:

- Makes a difference to measure each month
- Focus on change areas
- Focus on risk
- Key to organisational reputation
- Variation matters

Strategic Overview Dashboard

Business Strategic Performance Impact & Delivery

1	Section	KPI	Source	Target	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Q1	Q2	Q3	Q4	National Average	Year End Forecast Position
2	Monitor Compliance	Monitor Governance Risk Rating (FT)	M	Green	Green	Green	Green	Green	Green	Green					4
3		Monitor Finance Risk Rating (FT)	M	4	4	4	4	4	4	4					4
4	CQC	CQC Quality Regulations (compliance breach)	CQC	Green	Green	Green	Green	Green	Green	Green					4
5	CQUIN	CQUIN Barnsley	C	Green	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G					3
6		CQUIN Calderdale	C	Green	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G					3
7		CQUIN Kirklees	C	Green	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G					3
8		CQUIN Wakefield	C	Green	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G					3
9		CQUIN Forensic	C	Green	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G	Amber/G					3
10	Infection Prevention	Infection Prevention (MRSA & C.Diff) All Cases	C	6	0	0	0	2	1	Data Not Avail					4
11	C-Diff	C Diff avoidable cases	C	0	0	0	0	2	0	Data Not Avail					4

Customer Focus

12	Section	KPI	Source	Target	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Q1	Q2	Q3	Q4	National Average	Year End Forecast Position
13	Complaints	% Complaints with Staff Attitude as an Issue	L	< 25%	12% 8/66	14% 6/44	13% 9/69	12% 9/73	12% 5/42	14% 23/179					4
14	Service User Experience	Friends and Family Test	L	TBC											
15	MAV	Physical Violence - Against Patient by Patient	L	14-20	Above ER	Above ER	Above ER	Data Not Avail	Data Not Avail	Data Not Avail					4
16		Physical Violence - Against Staff by Patient	L	50-64	Above ER	Above ER	Above ER	Data Not Avail	Data Not Avail	Data Not Avail					4
17	FOI	% of Requests for Information Under the Act Processed in 20 Working Days	L	100%	100% 24/24	100% 17/17	100% 24/24	100% 28/28		100% 65/65					4
18	Media	% of Positive Media Coverage Relating to the Trust and its Services	L	60%	92.00%	92.00%	92.00%	92.00%	92.00%	92.00%					4
19	Befriending services	% of Service Users Allocated a Befriender Within 16 Weeks	L	70%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%					4
20		% of Service Users Requesting a Befriender Assessed Within 20 Working Days	L	80%	100%	100%	100%	100%	100%	100%					4
21		% of Potential Volunteer Befriender Applications Processed in 20 Working Days	L	90%	100%	100%	100%	100%	100%	100%					4

Operational Effectiveness: Process Effectiveness

22	Section	KPI	Source	Target	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Q1	Q2	Q3	Q4	National Average	Year End Forecast Position
23	Monitor Risk Assessment Framework	Max time of 18 weeks from point of referral to treatment - non-admitted	M	95%	99.11%	100%	99.86%	100%		99.70%					4
24		Max time of 18 weeks from point of referral to treatment - incomplete pathway	M	92%	98.06%	97%	99.82%	100%		98.35%					4
25		Delayed Transfers Of Care	M	7.50%	2.50%	1.52%	2.03%	1.96%	1.70%	2.01%					4
26		% Admissions Gatekept by CRS Teams	M	95%	93.28%	96.30%	97.20%	100%	95.90%	95.51%					4
27		% SU on CPA Followed up Within 7 Days of Discharge	M	95%	98.21%	100%	97.86%	97.70%	95.35%	98.66%					4
28		% SU on CPA Having Formal Review Within 12 Months	M	95%	96.37%	95.18%	97.92%	96%	86.57%	97.92%					4
29		Meeting commitment to serve new psychosis cases by early intervention teams QTD	M	95%	108.97%	102%	104.60%	137.50%		104.60%					4
30		Data completeness: comm services - Referral to treatment information	M	50%	100%	100%	100%	100%	100%	100%					4
31		Data completeness: comm services - Referral information	M	50%	94.00%	94%	96.80%	96.80%	96.80%	96.80%					4
32		Data completeness: comm services - Treatment activity information	M	50%	94.00%	94%	96.80%	96.80%	96.80%	96.80%					4
33		Data completeness: Identifiers (mental health)	M	97%	99.70%	100%	99.62%	100%	99.62%	99.62%					4
34		Data completeness: Outcomes for patients on CPA	M	50%	78.83%	79.07%	77.63%	78.67%	77.64%	77.63%					4
35		Compliance with access to health care for people with a learning disability	M	Compliant	Compliant	Compliant	Compliant	Compliant	Compliant	Compliant					Compliant
36		IAPT - Treatment within 6 Weeks of referral	M	75%											
37		IAPT - Treatment within 18 weeks of referral	M	95%											
38		Early Intervention in Psychosis - 2 weeks (NICE approved care package)	M	50%	40.00%	81.82%	58.33%	56.25%	55.56%						
39	Data Quality	% Valid NHS Number	C (FP)	99%	99.87%	100%	99.88%	99.71%		Data Not Avail					4
40		% Valid Ethnic Coding	C (FP)	90%	99.05%	95%	94.86%	94.88%		Data Not Avail					4

Strategic Overview Dashboard

Fit for the future Workplace

41	Section	KPI	Source	Target	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Q1	Q2	Q3	Q4	National Average	Year End Forecast Position
42	Sickness	Sickness Absence Rate (YTD)	L	4.4%	4.80%	5.10%	5.00%	4.80%	4.80%	5.00%					1
43	Appraisal	Appraisal Rate Band 6 and above	L	95%	Avail M3	Avail M3	56.80%	72.90%	80.30%	56.80%					4
44		Appraisal Rate Band 5 and below	L	95%	Avail M6	Avail M6	Avail M6	Avail M6	Avail M6	Avail M6					4
45	Vacancy	Vacancy Rate	L	10%											4
46	Mandatory Training	Aggression Management	L	80%	73.70%	73.65%	75.83%	77.04%	78.89%	75.83%					1
47		Equality, Diversity & Inclusion	L	80%	82.30%	84.55%	84.87%	85.76%	87.17%	84.87%					4
48		Fire Safety	L	80%	86.50%	86.24%	86.31%	86.55%	86.44%	86.31%					4
53		Food Safety	L	80%	65.20%	66.89%	69.00%	70.67%	71.80%	69.00%					1
50		Infection, Prevention & Control & Hand Hygiene	L	80%	80.60%	82.09%	82.82%	83.69%	85.25%	82.82%					4
51		Information Governance	L	95%	91.90%	92.55%	92.67%	92.76%	92.73%	92.67%					4
52		Safeguarding Adults	L	80%	82.80%	82.60%	84.14%	84.95%	86.16%	84.14%					4
53		Safeguarding Children	L	80%	84.70%	85.22%	86.00%	86.39%	87.12%	86.00%					4
54		Moving & Handling	L	80%	71.80%	73.66%	75.31%	77.40%	79.32%	75.31%					1

KEY	
4	Forecast met, no plan required/plan in place likely to deliver
3	Forecast risk not met, plan in place but unlikely to deliver
2	Forecast high risk not met, plan in place but very unlikely to deliver
1	Forecast Not met, no plan / plan will not deliver
CQC	Care Quality Commission
M	Monitor
C	Contract
C (FP)	Contract (Financial Penalty)
L	Local (Internal Target)
ER	Expected Range
N/A	Not Applicable

Overall Financial Performance 2015 / 2016

Performance Indicator		Month 5 Performance	Annual Forecast	Trend from last	Last 3 Months - Most recent		
					4	3	2
Trust Targets							
1	Monitor Risk Rating	●	●	↔	●	●	●
2	£0.74m Deficit on Income & Expenditure	●	●	↑	●	●	●
3	Cash Position	●	●	↑	●	●	●
4	Capital Expenditure	●	●	↑	●	●	●
5	Delivery of CIP	●	●	↑	●	●	●
6	Better Payment Practice Code	●	●	↑	●	●	●

Key

●	In line, or greater than plan
●	Variance from plan ranging from 5% to 15%
●	Variance from plan greater than 15%

Summary Financial Performance

These Key Performance Indicators (KPI's) help the Trust to monitor progress against each element of our financial strategy.

1. The Trust Financial Risk Rating is 4 against a plan level of 4. (A score of 4 is the highest possible) The forecast is that the Trust will retain a rating of 4 at 31st March 2016.

2. The year to date position, as at August 2015, is a surplus of £0.94m. This is £1.84m ahead of plan.

Supported by the utilisation of Trust provisions the Trust are confident that the financial plan for 2015 / 2016 will be achieved. If the current trend continues this would enable the Trust to achieve a small surplus of c. £150k rather than a deficit. The Trust will continue to validate this position, and the risks contained within, and will update to Board accordingly.

3. At August 2015 the cash position is £28.79m which is £1.46m behind plan.

4. Capital spend to August 2015 is £4.62m which is £0.44m (9%) behind the Trust capital plan.

5. At August 2015 the Cost Improvement Programme is £1k behind plan. Overall a Full Year Value of £933k (10%) has been rated as red, after mitigations. A red rating indicates that the CIP opportunity does not currently have an implementation plan and therefore carries a high risk on non achievement.

6. As at August 2015 91% of NHS and 97% of non NHS invoices have achieved the 30 day payment target (95%). This continues to be an improvement from previous months.

Contracting

Trust Summary by BDU - Current Contract Performance

Contract Variations	
BBDU NHSE National Childhood Flu Immunisation (3 yr contract) - completed	£60.9
C&K CAMHS: Awaiting signed 2015-16 deed of variation from Commissioners	
WCCG offer tbc to fund 12-18mths Psychologist support to assist in reducing ASD backlog.	£65.0

CQUIN Performance

Q2 Forecast based on

Quarter	Quarter 1 £000s	Achieved	Variance	M4 Performance	Vari
Barnsley	£369.0	£321.0	-£48.0	£379.8	-£32.0
Wakefield	£118.1	£85.8	-£32.3	£175.8	-£14.2
Kirklees	£133.2	£96.1	-£37.1	£200.0	-£14.6
Calderdale	£59.8	£43.1	-£16.6	£89.8	-£6.6
Specialised	£75.4	£75.4	£0.0	£75.4	£0.0
Forensics	£22.5	£22.5	£0.0	£120.0	£0.0
Trust Total	£778.1	£644.0	-£134.0	£1,040.8	-£67.4

CQUIN Performance Year-end Forecast

Quarter	Annual £000s	Forecast Achievement	Variance
Barnsley	£1,790.1	£1,593.3	-£196.8
Wakefield	£793.9	£533.6	-£260.3
Kirklees	£878.2	£592.8	-£285.5
Calderdale	£394.1	£266.0	-£128.1
Specialised	£301.7	£263.9	-£37.8
Forensics	£562.3	£528.6	-£33.7
Trust Total	£4,720.4	£3,778.2	-£942.2

CQUIN Performance Q2 Hotspots

West CCGs MH Clustering - Q1, 3 out of 4 indicators failed. Remedial work in place between BDU's, GMs and P&I

West CCGs Improving Urgent & Emergency Care, Reduction in A&E MH re-attendances Scheme still tbc with Commissioners and risk share agreed

BBDU - MH Clustering - The BDU still predicts that the target for the Review of Service Users & Clusters will not be achieved. Work is still ongoing with the Teams to achieve this CQUIN

BBDU - Communications with GPs -the BDU predicts that it will only achieve a 50% payment for that part of the CQUIN. Work is ongoing to improve this.

Contract Performance Issues

CAMHS C&K: Service & Commissioners comfortable with inputting and extracting of KPIs. Data reporting now includes all residents from all CCGs split between GH & NKs and Quality & Safety Dashboard.

CAMHS: W -Majority of data being pulled via RiO now reflects service delivery. Outcomes of hub work being captured manually. Data to be included in future reporting.

LD W - Requirement to develop a suite of data and reporting by Sep 2015 that reflects our performance against the service specification.

LD C - Internally addressing reporting requirements against new specification. To be discussed/reviewed with Commissioners in September 2015

QIPP Targets & Delivery for 2015/16

CCG	Target £000s	Planned £000s	Remainder £000s	RAG
Wakefield*	£1,790.0	£1,428.3	-£361.7	
Kirklees**	£1,000.0	£479.8	-£520.2	
Calderdale	£0.0	£0.0	£0.0	
TOTAL £000s	£2,790.0	£1,908.1	-£881.9	

* W target is cumulative covering 2014/15 & 2015/16: ** K includes Specialist LD scheme

Proposals under the QIPP scheme -

W:- £1.79m in total. OOA Bed Mgt - above plan: OPS Reconfiguration (Saville Park) - on target: MH contract reduction - delivered: OAPs for LD & CHC (CCG held budgets)- high risk: Castle Lodge (CCG budget - prevention client OOA) - delivered: Repricing LD beds - ongoing:

C:- 15/16 Schemes to be identified by end of Q1. Potential Productivity Schemes identified, not finalised/agreed.

K:- £1m in total: 1) Reduction on OOA spend for Specialist Rehabilitation & Recovery placements £500k, 2) Reduction in OOA LD Specialist placements £500k (CCG budgets), both schemes required to generate in excess of £1m, for reinvestment in new service models. Below target

KPIs and Penalties

Commissioner	Penalty £000s	Comment
Barnsley CCG	£21.8	As at Mth 4

Contract Performance Information - based on month 3

Key areas where performance is above contracted levels

- Acute MH Inpatient services for adults of working age across W,K,C BDUs
- MH PICU Inpatient services for adults of working age in Wakefield
- Older People's MH inpatients services in Wakefield
- Older People's Memory services in C & W
- Intermediate Care in Barnsley

Key areas where performance is below contracted levels

- MH PICU Inpatient services for adults of working age in C & K
- MH Adult Crisis Resolution services in Wakefield
- MH Adult Rehabilitation services in W & C
- Diabetes nursing and MSK in Barnsley

Key areas where performance is back on target

- IAPT: Kirklees - remains above 52% target

Contract Performance Issues

Health & Wellbeing - Both Sheffield & Barnsley Stop Smoking will have to reduce costs due to the reduction in funding in the revised contracts

Forensics:- National procurement identified during 2015/16 for Medium & Low Secure MH Services. Joint Commissioner / Provider review of Outreach services & pathways to verify funding

Joint Review of Service Unit Prices to inform future Commissioning and service delivery

Commissioners identified Re-procurement of Forensic CAMHS Services

Medium Secure bed occupancy remains below 90% threshold at m4, BDU seeking new admissions to avoid financial penalty

Mental Health Currency Development

The Trust has been a key member of the Care Packages and Pathway Project (CPPP) - a consortium of organisations in the Yorkshire & Humber and North East SHA areas who have been working together to develop National Currencies and Local Tariffs for Mental Health.

The currency for most mental health services for working age adults and older people has been defined as the 'clusters'. That means that service users have to be assessed and allocated to a cluster by their mental health provider, and that this assessment must be regularly reviewed in line with the timing and protocols. Clusters will form the basis of the contracting arrangements between commissioners and providers and this is due to take effect from April 2016. This will mean that for working age adults and older people that fall within the scope of the mental health currencies the activity value will be agreed based on the clusters, and a price will be agreed for each cluster review period. The cluster review period is the time between reassessments and there is some protocol behind this. The mental health clustering tool (MHCT) guidance booklet has recently been revised to update the care transition protocols.

The scope of PbR is now being extended into other areas of Mental Health such as Learning Disabilities, Forensic, IAPT and Children and Adolescent Mental Health Services.

The Trust have been successful in agreeing a CQUIN related to MH Clustering in the two main commissioning contracts and this will assist greatly in the data quality preparatory work that needs to be undertaken in advance of April 2016.

The CQUINs have 3 common elements:

Clustering of Initial Referral Assessments - 98% to be clustered within 8 weeks of 'eligible' initial referral assessments

Review of Service Users and Clusters - agreed % to be reviewed by March 2016.

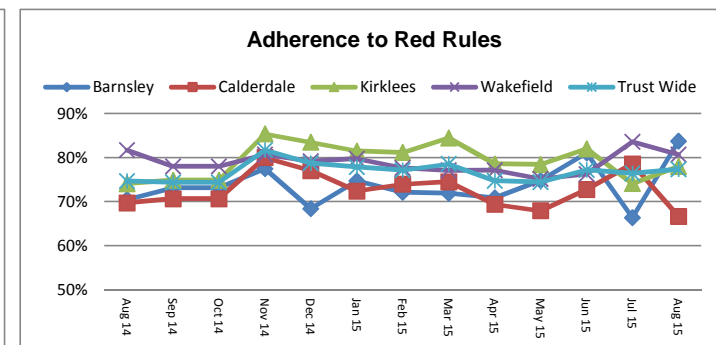
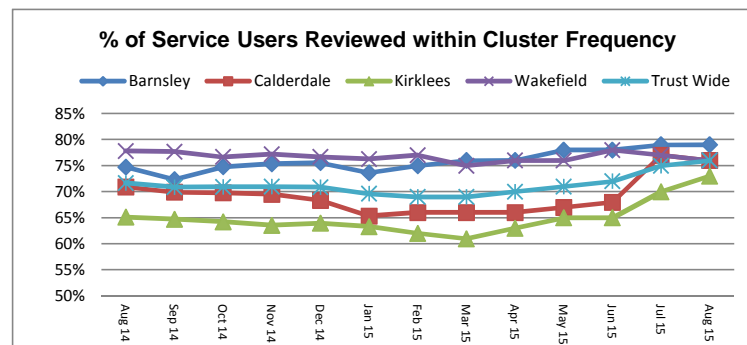
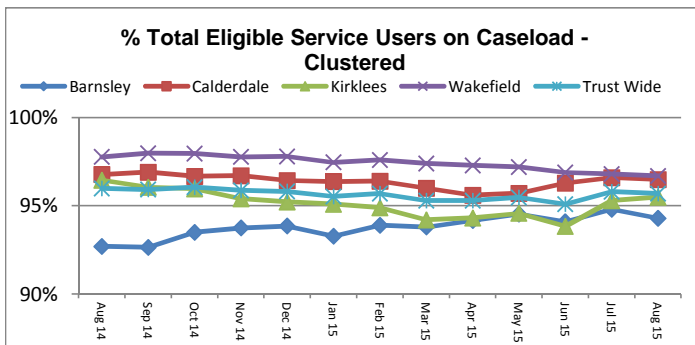
Adherence to Red Rules (assurance that the cluster is accurate, complete and of high quality)

The West contract includes the development of a PbR Dashboard and this will be an interactive reporting tool. Developments are on track, quarter 1 requirements were met and quarter 2 requirements are on track.

Across the Trust, a number of caseload reviewers have been undertaking a data quality exercise which is anticipated will have a positive impact on clustering.

As part of the Mental Health Transformation work stream, the clusters and care packages are being used to feed into demand and capacity modelling.

MH Currency Indicators - August 2015



IAPT & Forensic Secure Services and Clustering

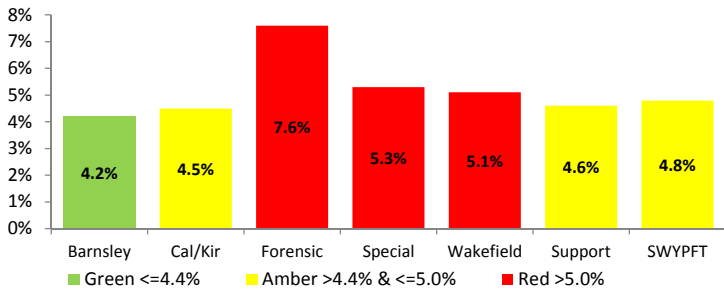
The final Reference Cost Guidance for 2014/15 removed the requirement included in the draft guidance for IAPT and Forensics to reported by cluster. However, all IAPT clients entering treatment from 1st April 2015 must be clustered. The new Forensic Mental Health Clustering tool (MHCT) has been added to RiO with effect from March 15 to enable more robust reporting to be made for inclusion into the Forensic PbR Pilot submission. The datasets have the facility to flow the data from April 15 and internal monitoring of the completeness of this data will take place during 15/16. From quarter 2, the monitoring of clustering for these services will be included in the relevant BDU dashboards.

Learning Disabilities

The implementation of Clustering for Learning Disabilities service users, in relation to the CP&PP LD pilot, has been slower than anticipated, implementation has been deferred until January 2016.

Human Resources Performance Dashboard - August 2015

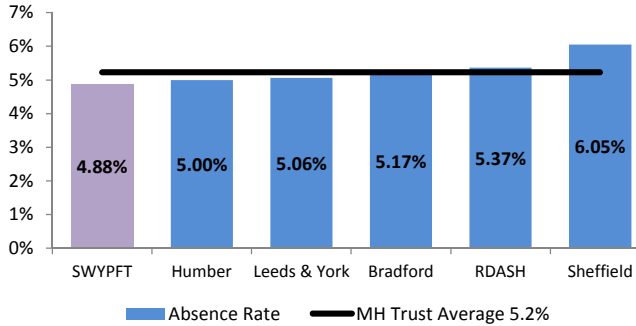
Sickness Absence



Current Absence Position - July 2015

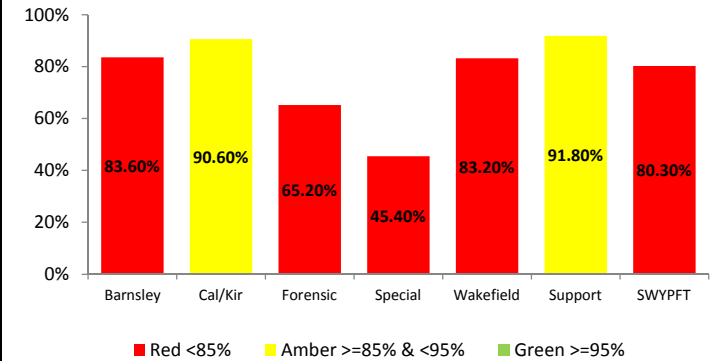
	Barn	Cal/Kir	Fore	Spec	Wake	Supp	SWYPFT
Rate	4.4%	4.4%	6.6%	4.8%	5.1%	5.5%	4.9%
Trend	↓	↓	↑	↑	↓	↓	↓

The Trust YTD absence levels in July 2015 (chart above) were above the 4.4% target at 4.8%



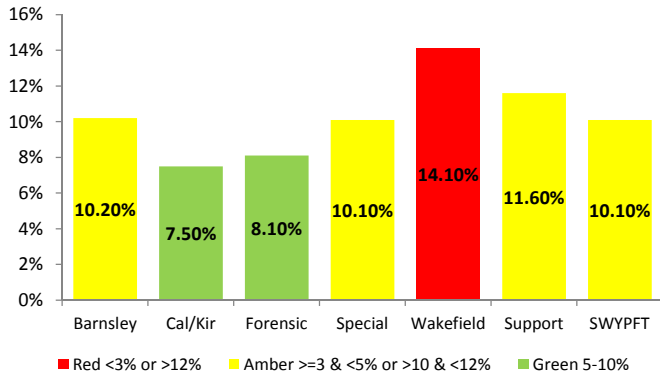
The above chart shows absence levels in MH/LD Trusts in our region to the end 2014/15. During this time the Trust's absence rate was 4.88% which is below the regional average of 5.2%.

Appraisals - Band 6 and Above

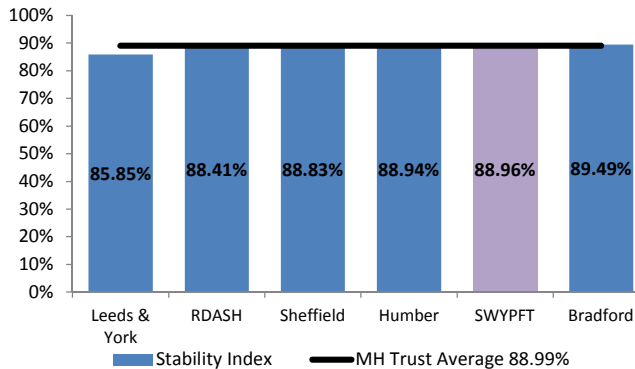


The above chart shows the appraisal rates for staff on bands 6 and over. The Trust's target for appraisals is 95% or above. Although the Trust has not yet achieved the target, all areas have shown a continuous improvement since April.

Turnover and Stability Rate Benchmark

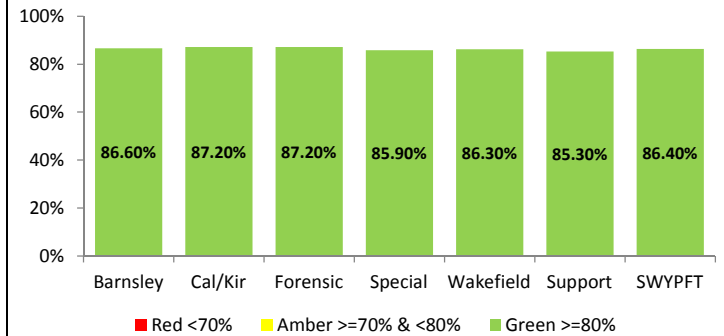


This chart shows Turnover levels up to the end of August 2015. Approximately half the leavers in Wakefield BDU were as a result of retirement.



This chart shows stability levels in MH Trusts in the region for the 12 months ending in May 2015. The stability rate shows the percentage of staff employed with over a year's service. The Trust's rate is at the average compared with other MH/LD Trusts in our region.

Fire Lecture Attendance



The Trust continues to achieve its 80% target for fire lecture training, with all areas having maintained their figures above target for several months.

Workforce - Performance Wall

Trust Performance Wall							
Month		Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15
Sickness (YTD)	<=4.4%	4.80%	4.80%	5.00%	4.90%	4.80%	4.80%
Sickness (Monthly)	<=4.4%	5.00%	5.30%	5.00%	4.80%	4.60%	4.90%
Appraisals (Band 6 and above)	>=95%	96.50%	4.00%	13.10%	56.70%	73.30%	80.30%
Appraisals (Band 5 and below)	>=95%	97.10%	2.70%	5.40%	16.90%	28.00%	42.10%
Aggression Management	>=80%	72.90%	73.70%	73.70%	75.80%	77.00%	78.90%
Equality and Diversity	>=80%	81.40%	82.30%	84.50%	84.90%	85.80%	87.20%
Fire Safety	>=80%	86.30%	86.50%	86.20%	86.30%	86.60%	86.40%
Food Safety	>=80%	63.70%	65.20%	66.90%	69.00%	70.70%	71.80%
Infection Control and Hand Hygiene	>=80%	80.90%	80.60%	82.10%	82.80%	83.70%	85.30%
Information Governance	>=95%	96.00%	91.90%	92.60%	92.70%	92.80%	92.70%
Moving and Handling	>=80%	70.10%	71.80%	73.70%	75.30%	77.40%	79.30%
Safeguarding Adults	>=80%	82.20%	82.80%	82.60%	84.10%	84.90%	86.20%
Safeguarding Children	>=80%	84.40%	84.70%	85.20%	86.40%	86.40%	87.10%
Bank Cost		£502k	£412k	£360k	£398k	£473k	£445k
Agency Cost		£517k	£296k	£720k	£608k	£694k	£566k
Overtime Cost		£11k	£12k	£13k	£16k	£8k	£26k
Additional Hours Cost		£93k	£104k	£76k	£90k	£89k	£83k
Sickness Cost (Monthly)		£481k	£567k	£526k	£515k	£456k	£484k
Vacancies (Non-Medical) (WTE)		404.26	308.42	343.02	328.68	351.53	353.84
Business Miles		310k	295k	304k	305k	313k	340k

Barnsley District							
Month		Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15
Sickness (YTD)	<=4.4%	4.40%	4.50%	4.40%	4.30%	4.20%	4.20%
Sickness (Monthly)	<=4.4%	5.00%	5.30%	4.40%	4.10%	3.90%	4.40%
Appraisals (Band 6 and above)	>=95%	96.70%	4.70%	18.10%	58.90%	78.00%	83.60%
Appraisals (Band 5 and below)	>=95%	96.80%	3.10%	5.80%	18.80%	32.10%	51.90%
Aggression Management	>=80%	83.70%	85.30%	79.90%	81.80%	82.00%	84.30%
Equality and Diversity	>=80%	83.80%	84.60%	86.90%	86.70%	87.60%	89.20%
Fire Safety	>=80%	83.70%	82.60%	83.60%	84.20%	85.10%	86.60%
Food Safety	>=80%	70.40%	74.40%	76.30%	77.80%	81.10%	80.50%
Infection Control and Hand Hygiene	>=80%	83.20%	82.40%	83.90%	83.70%	84.40%	85.60%
Information Governance	>=95%	93.20%	90.10%	90.20%	90.40%	91.50%	91.80%
Moving and Handling	>=80%	72.10%	73.40%	76.00%	77.70%	80.00%	81.70%
Safeguarding Adults	>=80%	85.40%	85.20%	86.10%	86.80%	87.30%	87.90%
Safeguarding Children	>=80%	84.50%	84.70%	85.10%	86.10%	86.70%	88.30%
Bank Cost		£64k	£57k	£67k	£71k	£67k	£70k
Agency Cost		£181k	£46k	£259k	£214k	£151k	£77k
Overtime Cost		£6k	£9k	£10k	£10k	£3k	£17k
Additional Hours Cost		£48k	£56k	£43k	£43k	£40k	£47k
Sickness Cost (Monthly)		£158k	£201k	£179k	£170k	£134k	£149k
Vacancies (Non-Medical) (WTE)		122.38	110.55	120.43	105.51	111.96	116
Business Miles		129k	135k	134k	128k	139k	137k

Calderdale and Kirklees District							
Month		Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15
Sickness (YTD)	<=4.4%	4.50%	4.60%	5.00%	4.60%	4.50%	4.50%
Sickness (Monthly)	<=4.4%	4.80%	5.40%	4.90%	4.20%	4.50%	4.40%
Appraisals (Band 6 and above)	>=95%	100.00%	2.40%	4.70%	65.50%	79.40%	90.60%
Appraisals (Band 5 and below)	>=95%	98.40%	5.10%	7.30%	22.70%	33.90%	49.50%
Aggression Management	>=80%	71.10%	75.40%	77.90%	79.50%	81.10%	82.60%
Equality and Diversity	>=80%	82.50%	83.10%	85.00%	85.90%	86.60%	87.70%
Fire Safety	>=80%	90.40%	90.00%	86.90%	88.60%	87.70%	87.20%
Food Safety	>=80%	54.50%	58.70%	59.50%	64.90%	65.90%	66.80%
Infection Control and Hand Hygiene	>=80%	80.60%	81.20%	82.90%	84.30%	85.70%	87.20%
Information Governance	>=95%	98.70%	92.60%	94.80%	94.60%	93.70%	93.60%
Moving and Handling	>=80%	67.40%	68.80%	70.40%	72.20%	75.40%	77.50%
Safeguarding Adults	>=80%	81.00%	81.20%	79.70%	80.90%	81.40%	83.00%
Safeguarding Children	>=80%	82.00%	83.10%	84.60%	85.30%	86.00%	85.50%
Bank Cost		£120k	£117k	£108k	£104k	£131k	£123k
Agency Cost		£83k	£59k	£157k	£57k	£167k	£110k
Overtime Cost		£3k	£1k	£0k	£3k	£2k	£1k
Additional Hours Cost		£3k	£3k	£2k	£5k	£7k	£4k
Sickness Cost (Monthly)		£99k	£113k	£101k	£90k	£91k	£90k
Vacancies (Non-Medical) (WTE)		89.24	75.76	79.76	83.33	77.32	82.59
Business Miles		63k	58k	66k	61k	64k	77k

Forensic Services							
Month		Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15
Sickness (YTD)	<=4.4%	7.40%	7.40%	8.20%	8.20%	7.90%	7.60%
Sickness (Monthly)	<=4.4%	7.50%	7.70%	8.20%	8.20%	7.30%	6.60%
Appraisals (Band 6 and above)	>=95%	98.10%	3.10%	6.00%	43.10%	58.70%	65.20%
Appraisals (Band 5 and below)	>=95%	93.90%	1.00%	2.30%	6.80%	14.00%	29.30%
Aggression Management	>=80%	76.40%	77.60%	76.30%	77.00%	78.80%	78.40%
Equality and Diversity	>=80%	85.80%	87.70%	88.70%	89.30%	89.70%	90.20%
Fire Safety	>=80%	89.60%	91.80%	90.30%	88.00%	88.20%	87.20%
Food Safety	>=80%	51.00%	52.90%	55.80%	57.60%	59.50%	63.20%
Infection Control and Hand Hygiene	>=80%	83.20%	83.50%	84.20%	84.90%	86.00%	87.80%
Information Governance	>=95%	98.40%	94.10%	94.40%	93.40%	94.10%	92.70%
Moving and Handling	>=80%	76.60%	78.20%	79.20%	80.20%	81.50%	83.90%
Safeguarding Adults	>=80%	85.60%	86.40%	86.90%	87.00%	87.40%	88.40%
Safeguarding Children	>=80%	81.50%	83.10%	84.60%	85.00%	85.10%	85.70%
Bank Cost		£137k	£93k	£61k	£82k	£95k	£99k
Agency Cost		£56k	£58k	£116k	£91k	£93k	£77k
Additional Hours Cost		£3k	£0k	£1k	£3k	£0k	£0k
Sickness Cost (Monthly)		£63k	£70k	£74k	£77k	£65k	£58k
Vacancies (Non-Medical) (WTE)		39.5	16.26	16.94	16.7	20.56	28.42
Business Miles		7k	3k	4k	4k	3k	6k

Workforce - Performance Wall cont...

Specialist Services

Month		Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15
Sickness (YTD)	<=4.4%	5.70%	5.70%	5.80%	5.70%	5.40%	5.30%
Sickness (Monthly)	<=4.4%	6.00%	5.30%	5.80%	5.50%	4.90%	4.80%
Appraisals (Band 6 and above)	>=95%	84.70%	4.80%	12.70%	33.50%	39.80%	45.40%
Appraisals (Band 5 and below)	>=95%	88.80%	1.40%	3.90%	9.40%	13.10%	21.50%
Aggression Management	>=80%	74.30%	67.50%	69.30%	70.60%	70.30%	73.80%
Equality and Diversity	>=80%	82.50%	83.70%	86.70%	87.30%	88.20%	89.60%
Fire Safety	>=80%	84.00%	86.20%	86.00%	85.10%	83.70%	85.90%
Food Safety	>=80%	83.90%	70.20%	72.20%	72.70%	72.20%	72.20%
Infection Control and Hand Hygiene	>=80%	77.60%	78.60%	79.50%	81.10%	81.60%	83.30%
Information Governance	>=95%	94.80%	88.40%	89.20%	91.10%	90.10%	90.80%
Moving and Handling	>=80%	66.30%	69.60%	72.50%	74.80%	76.70%	79.70%
Safeguarding Adults	>=80%	75.10%	77.50%	78.10%	80.40%	81.50%	83.20%
Safeguarding Children	>=80%	83.40%	82.20%	81.80%	84.30%	82.70%	82.90%
Bank Cost		£34k	£24k	£31k	£33k	£44k	£33k
Agency Cost		£152k	£92k	£145k	£195k	£195k	£208k
Overtime Cost		£2k	£2k	£2k	£2k	£2k	£2k
Additional Hours Cost		£6k	£9k	£7k	£7k	£11k	£5k
Sickness Cost (Monthly)		£62k	£58k	£58k	£56k	£50k	£56k
Vacancies (Non-Medical) (WTE)		33.44	42.31	52.51	52.47	52.66	44.93
Business Miles		31k	29k	29k	38k	32k	30k

Support Services

Month		Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15
Sickness (YTD)	<=4.4%	4.20%	4.10%	3.90%	4.10%	4.30%	4.60%
Sickness (Monthly)	<=4.4%	3.60%	3.80%	3.90%	4.30%	4.50%	5.50%
Appraisals (Band 6 and above)	>=95%	99.50%	1.50%	9.50%	66.80%	86.20%	91.80%
Appraisals (Band 5 and below)	>=95%	99.60%	1.90%	4.00%	11.90%	20.70%	26.60%
Aggression Management	>=80%	49.20%	49.20%	51.00%	57.10%	60.10%	65.10%
Equality and Diversity	>=80%	68.60%	69.20%	72.40%	73.20%	74.60%	76.20%
Fire Safety	>=80%	88.30%	88.90%	88.00%	87.50%	87.70%	85.30%
Food Safety	>=80%	97.10%	87.70%	89.30%	90.20%	95.50%	95.50%
Infection Control and Hand Hygiene	>=80%	76.00%	76.50%	78.60%	78.90%	79.90%	80.90%
Information Governance	>=95%	97.10%	93.60%	94.80%	94.80%	94.90%	94.60%
Moving and Handling	>=80%	70.80%	72.10%	72.80%	74.90%	76.70%	77.70%
Safeguarding Adults	>=80%	81.70%	81.70%	79.70%	81.60%	83.60%	84.70%
Safeguarding Children	>=80%	88.20%	88.00%	87.60%	87.80%	88.70%	89.80%
Bank Cost		£47k	£42k	£25k	£38k	£40k	£36k
Agency Cost		£23k	£16k	£25k	£27k	£16k	£27k
Additional Hours Cost		£20k	£21k	£17k	£23k	£21k	£18k
Sickness Cost (Monthly)		£47k	£59k	£58k	£64k	£63k	£76k
Vacancies (Non-Medical) (WTE)		49.43	21.26	26.51	24.8	36.6	36.53
Business Miles		45k	38k	32k	34k	36k	47k

Wakefield District

Month		Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15
Sickness (YTD)	<=4.4%	4.50%	4.60%	5.50%	5.30%	5.10%	5.10%
Sickness (Monthly)	<=4.4%	4.80%	5.60%	5.50%	5.20%	4.70%	5.10%
Appraisals (Band 6 and above)	>=95%	97.70%	6.80%	19.20%	54.80%	78.30%	83.20%
Appraisals (Band 5 and below)	>=95%	98.10%	1.10%	7.60%	25.60%	41.40%	50.00%
Aggression Management	>=80%	78.80%	77.80%	77.70%	80.40%	81.00%	81.30%
Equality and Diversity	>=80%	87.00%	87.90%	89.40%	89.50%	89.80%	91.70%
Fire Safety	>=80%	83.70%	85.20%	88.20%	87.10%	88.70%	86.20%
Food Safety	>=80%	59.50%	61.50%	62.60%	62.40%	60.30%	61.70%
Infection Control and Hand Hygiene	>=80%	82.30%	79.40%	80.70%	83.20%	83.30%	86.50%
Information Governance	>=95%	98.00%	95.40%	94.00%	94.20%	93.00%	92.90%
Moving and Handling	>=80%	65.80%	68.60%	69.60%	70.60%	71.10%	73.50%
Safeguarding Adults	>=80%	77.60%	80.50%	81.00%	85.70%	86.70%	88.80%
Safeguarding Children	>=80%	85.30%	85.90%	86.50%	86.10%	86.50%	86.60%
Bank Cost		£100k	£79k	£69k	£69k	£97k	£85k
Agency Cost		£20k	£24k	£18k	£24k	£71k	£67k
Additional Hours Cost		£12k	£15k	£6k	£9k	£9k	£8k
Sickness Cost (Monthly)		£52k	£66k	£59k	£61k	£53k	£54k
Vacancies (Non-Medical) (WTE)		33.16	43.08	48.87	47.87	50.63	43.37
Business Miles		34k	32k	39k	40k	40k	42k

Publication Summary

National Institute for Health and Care Excellence (NICE)

[Click here for link to guideline](#)

NHS England

Patient safety alert: addressing antimicrobial resistance through implementation of an antimicrobial stewardship programme

This patient safety alert has been issued to all providers of NHS care in England to highlight the challenge of antimicrobial resistance and the need for antimicrobial stewardship. The alert signposts NHS organisations to toolkits which have been developed by Public Health England in collaboration with several professional bodies to support the NHS in improving antimicrobial stewardship in both primary and secondary care. Through the alert, health providers are asked to specifically identify how the toolkits can be used to support their own local antimicrobial stewardship programmes.

[Click here for link to guidance](#)

National Institute for Clinical Excellence

Community engagement: improving health and wellbeing and reducing health inequalities

This draft guideline covers approaches to community engagement to help communities improve their health and wellbeing and reduce health inequalities. The closing date for comments is 24 September 2015.

[Click here for link to draft guidance](#)

Monitor

2016/17 national tariff proposals: national variations and locally determined prices

This consultation document outlines proposed changes to the rules concerning national variations, the rules for locally determined prices and the method for determining applications for local modifications. The consultation is seeking feedback on these proposed changes and the deadline for responses is 21 September 2015.

[Click here for link to consultation](#)

NHS England

Care and Treatment Reviews: policy and guidance

Care and Treatment Reviews (CTRs) were developed as part of NHS England's commitment to improving the care of people with learning disabilities or autism. They bring those responsible for the care of those who are in, or at risk of being admitted to, specialist hospitals around the table with the individual themselves and their families, as well as independent clinicians and experts by experience, to ensure that the care needs of that individual are being met. This guidance has been produced by building on the learning from the reviews which have taken place so far, including extensive engagement with people with learning disabilities, their representatives and their families. It will help CCGs and NHS England commissioners implement the recommendation from this learning that CTRs should become 'business as usual'.

[Click here for link to guidance](#)

Publication Summary cont....

Department of Health

Independent Patient Safety Investigation Service (IPSIS) expert advisory group: call for evidence

The Independent Patient Safety Investigations Service, which will operate from April 2016, will offer support and guidance to NHS organisations on investigations into serious patient safety incidents, and carry out certain investigations itself. An expert advisory group has been set up to make recommendations on how the new investigation service should work, and is seeking views from a wide range of stakeholder. It wants views on 5 related themes: independence, governance and accountability; engagement and transparency; what IPSIS should investigate; supporting improvement and learning; and people, skills, operation. The deadline for responses to this consultation is 31 October 2015

[Click here for link to consultation](#)

Department of Health

Medical revalidation - guidance on the role of the responsible officer: consultation

This consultation seeks views on the revised guidance on the role of the responsible officers appointed by healthcare organisations. This guidance has been produced in collaboration with the Scottish and Welsh governments and NHS England and is aimed at three key audiences: doctors licensed with the General Medical Council to practise medicine; responsible officers and those taking on the responsible officer role; and organisations designated in the regulations. The closing deadline for this consultation is 22 October 2015.

[Click here for link to consultation](#)

Monitor

Nursing agency rules

This guidance outlines the new rules on nursing agency spend from Monitor and the NHS Trust Development Authority for NHS foundation trusts and NHS trusts. The rules come into effect on 1 September 2015 and apply to agency spend on registered nursing, midwifery and health visiting staff only.

[Click here for guidance](#)

Department of Health (DH)

Reviewing the indicators in the Public Health Outcome Framework

The Public Health Outcomes Framework sets out a high-level overview of public health outcomes, at national and local level, supported by a broad set of indicators. The indicators cover the full spectrum of what is understood as public health and what can be measured at the moment. This consultation seeks views on whether government should remove, replace or revise the existing indicators in the framework. The closing date for comments is 2 October 2015.

[Click here for consultation](#)

National Palliative and End of Life Care Partnership

Ambitions for palliative and end of life care: a national framework for local action 2015-2020

This national framework urges local NHS organisations and local authorities to act to improve end of life care for people of all ages. It sets out six principles for how people near the end of their lives should be cared for: each person is seen as an individual; each person gets fair access to care; maximising comfort and wellbeing; care is coordinated; all staff are prepared to care; and each community is prepared to help.

[Click here for framework](#)

House of Commons Library

Accessing and sharing health records and patient confidentiality

This briefing sets out current arrangements for accessing patient records and sharing confidential patient information. It also describes statutory and public interest disclosures of patient information; information sharing rules for people who lack mental capacity; and access to information on hereditary conditions for relatives.

[Click here for briefing](#)

This section of the report identifies publications that may be of interest to the Trust and it's members.

Health and social care: the first 100 days of the new government (The Kings Fund)

NHSE CCG Bulletin, Issue 94

e-cigarettes, an evidence update (Public Health England)

Mixed Sex accommodation breaches, July 15

Bed availability and occupancy: quarter ending June 2015

Diagnostic imaging dataset, August 2015

NHS Indicators: England, August 2015 (House of Commons Library)

Privacy of health records: Europeans' preferences on electronic health data storage and sharing (RAND Europe)

Exploring the attitudes and behaviours of older people living with cancer (Macmillan Cancer Support)

Data on written complaints in the NHS - 2014-15

Staff Friends and Family Test, quarter one, 2015-16

Provisional monthly hospital episode statistics for admitted patient care, outpatients and accident and emergency data - April 2015 to May 2015

A&E delays: why did patients wait longer last winter? (Monitor)

The five year forward view mental health taskforce: public engagement findings (NHSE)

Friends and Family Test, July 2015

Dementia assessment and referral data collection - June 2015, Q1 2015/16

Healthcare workforce statistics, England, 2015, experimental statistics

Moving care closer to home (Monitor)

Seven day services: an evidence base of enablers for transformation (NHS Improving Quality)

Improving length of stay: what can hospitals do? (Nuffield Trust)

NHS safety thermometer report - August 2014 to August 2015

Combined performance summary, July 2015

NHS foundation trust bulletin: 9 September 2015

Glossary

ADHD	Attention deficit hyperactivity disorder	MAV	Management of Aggression and Violence
ASD	Autism spectrum disorder	MBC	Metropolitan Borough Council
AWA	Adults of Working Age	MH	Mental Health
AWOL	Absent Without Leave	MHCT	Mental Health Clustering Tool
B/C/K/W	Barnsley, Calderdale, Kirklees, Wakefield	MRSA	Methicillin-resistant Staphylococcus aureus
BDU	Business Delivery Unit	MSK	Musculoskeletal
C. Diff	Clostridium difficile	MT	Mandatory Training
CAMHS	Child and Adolescent Mental Health Services	NCI	National Confidential Inquiries
CAPA	Choice and Partnership Approach	NICE	National Institute for Clinical Excellence
CCG	Clinical Commissioning Group	NHSE	National Health Service England
CGCSC	Clinical Governance Clinical Safety Committee	NHS TDA	National Health Service Trust Development Authority
CIP	Cost Improvement Programme	NK	North Kirklees
CPA	Care Programme Approach	OPS	Older People's Services
CPPP	Care Packages and Pathways Project	OOA	Out of Area
CQC	Care Quality Commission	PCT	Primary Care Trust
CQUIN	Commissioning for Quality and Innovation	PICU	Psychiatric Intensive Care Unit
CROM	Clinician Rated Outcome Measure	PREM	Patient Reported Experience Measures
CRS	Crisis Resolution Service	PROM	Patient Reported Outcome Measures
CTLD	Community Team Learning Disability	PSA	Public Service Agreement
DTOC	Delayed Transfers of Care	PTS	Post Traumatic Stress
DQ	Data Quality	QIA	Quality Impact Assessment
EIA	Equality Impact Assessment	QIPP	Quality, Innovation, Productivity and Prevention
EIP/EIS	Early Intervention in Psychosis Service	QTD	Quarter to Date
EMT	Executive Management Team	RAG	Red, Amber, Green
FOI	Freedom of Information	RiO	Trusts Mental Health Clinical Information System
FT	Foundation Trust	Sis	Serious Incidents
HONOS	Health of the Nation Outcome Scales	SK	South Kirklees
HSCIC	Health and Social Care Information Centre	SMU	Substance Misuse Unit
HV	Health Visiting	SWYFT	South West Yorkshire Foundation Trust
IAPT	Improving Access to Psychological Therapies	SYBAT	South Yorkshire and Bassetlaw local area team
IG	Information Governance	SU	Service Users
IM&T	Information Management & Technology	TBD	To Be Decided/Determined
Inf Prevent	Infection Prevention	WTE	Whole Time Equivalent
IWMS	Integrated Weight Management Service	Y&H	Yorkshire & Humber
KPIs	Key Performance Indicators	YTD	Year to Date
LD	Learning Disability		