



External Assessments	Ratings	Annual health check		Risk Ratings	
		Use of Resources	Quality of Service	Financial	Non-Financial
	Current	Good	Good		Amber
	Predicted	Good	Good		Green

Clinical Quality

Current Period	G
Forecast Outturn	G
Adverse Incidents	G
Never Events	
Overall Mortality Rate	G
Avoidable Mortality	G
Readmission Rate	G

Patient Experience

Current Period	G
Forecast Outturn	G
Net Promoter Score	G
Patients Survey Scores	G
Complaints	G
Hospital Cancellations	A
Cleanliness	G
Single Sex Accommodation	

Access and Targets

Current Period	A
Forecast Outturn	G
National Targets - Monitor/Prov Agency	A
National Targets - Other	G
18 week Referral to Treatment (RTT)	G
Hospital Acquired Infections - MRSA	R
Hospital Acquired Infections - C. diff	G

Strategy

Day Treatment Centre	
Additional activity against plan	A
Strategic Redevelopment Projects	
% Target progress to date	G
Market Share	
First Outpatient Activity	G
Non-Elective Activity	G
Day Case Surgery	A
Maternity Deliveries	G

Workforce & Efficiency

Current Period	G
Forecast Outturn	A
Length of Stay	A
DNA Rate	A
Surgical DC % Rate	A
Theatre utilisation	
OP Follow Up Ratio	G
Sickness Absence Rate	A
Turnover Rate	G
Vacancy Rate	R

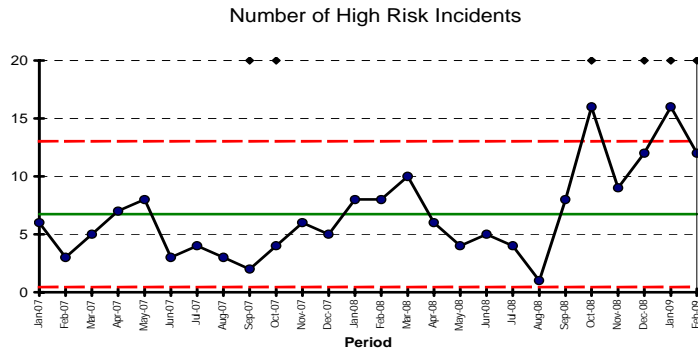
Finance

Year to date Period		
Forecast Outturn		
	YTD	FC
Risk rating	G	
I&E variance from plan	G	
Actual I&E surplus/deficit	G	
Performance against SLA	G	
Cost Improvement Plan	G	
Cash position against plan	G	
Underlying financial position	R	

Clinical Quality

note: Dr Fosters data refreshed to January 2009 (exc Readmissions), Trust data to February 2009

Adverse Incidents (February data)



Green: within normal SPC parameters AND benchmark is within national upper quartile

Amber: within normal SPC parameter AND benchmark is not above England

Red: lower control limit breach or run of 8 points below centre line (average)

source: Safeguard

Target is to increase incident reporting to be in the top quartile of national benchmark performance

Never Events

detail to follow

Overall Mortality Rate

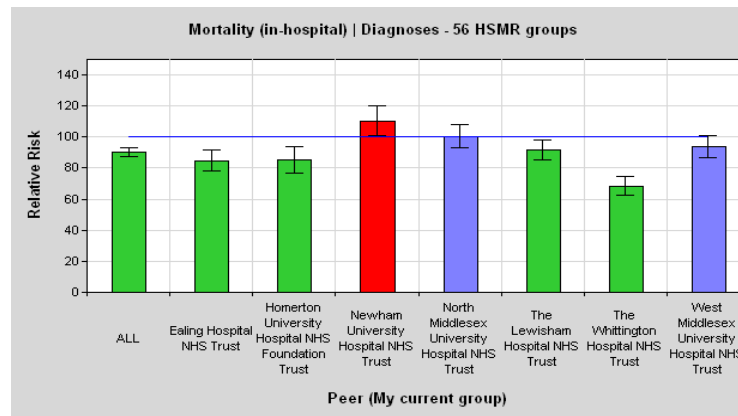
Benchmark (Dr Fosters Intelligence. Standardised Mortality Rate, England, Annual)

Standardised on total England data = 100

Trust	1 year SMR	Trust	1 year SMR
Royal Free Hospital	74	Newham University Hospital	100
St George's Healthcare	80	Barking Havering & Redbridge Hospitals	100
Homerton University Hospital	81	Whipps Cross University Hospital	101
Guy's & St Thomas'	82	Queen Elizabeth Hospital Woolwich	104
The Whittington Hospital	84	Dartford & Gravesham	104
Bromley Hospitals	88	West Middlesex University Hospital	105
Chelsea & Westminster	88	Epsom & St Helier University Hospital	105
Barts & The London	89	Barnet & Chase Farm Hospitals	106
North West London Hospitals	91	Ealing Hospital	107
University College London Hospital	92	Kingston Hospital	114
Hillingdon Hospital	93	Queen Mary's Sidcup	116
Kings College Hospital	94	North Middlesex University Hospital	123
Lewisham University Hospital	96	Basildon & Thurrock	126
Mayday Healthcare	97	Imperial Healthcare	n/a

Target to be less than 100

Against a Peer Group of similar London hospitals - last 12 months (Jan -Dec 08)



target: to be Blue/Green rated

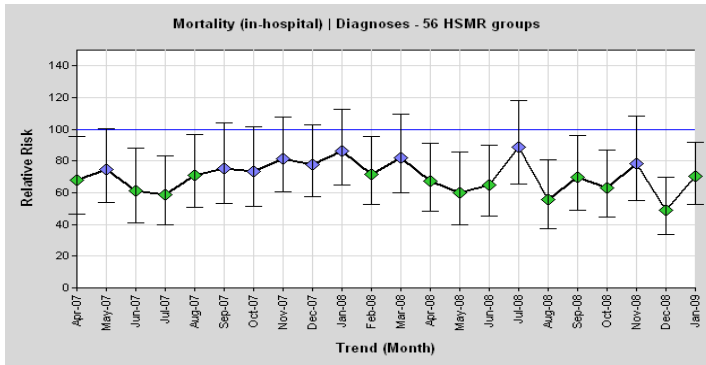
Clinical Quality

note: Dr Fosters data refreshed to January 2009 (exc Readmissions), Trust data to February 2009

Mortality Rates (continued)

Mortality Rates over time

source: Dr Fosters



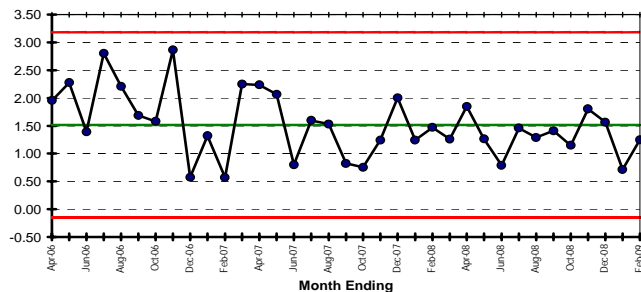
target: to be Blue/Green rated

Avoidable Mortality (February data)

Defined as "deaths from causes considered amenable to health care... Healthcare intervention includes preventing disease onset as well as treating disease."

Selected diagnoses and age band (excludes over 75 year old)

Avoidable Mortality - deaths per 1000 discharges



source: PAS data

Green: within normal SPC parameters AND less than the target

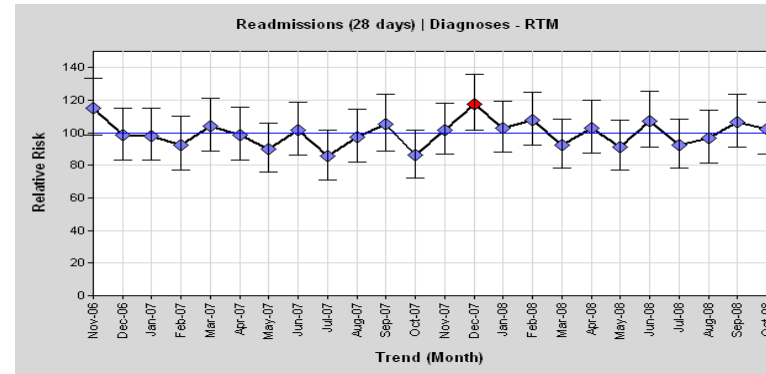
Red: above target or run of 8 points above centre line (average)

Target to be less than 2

Readmissions

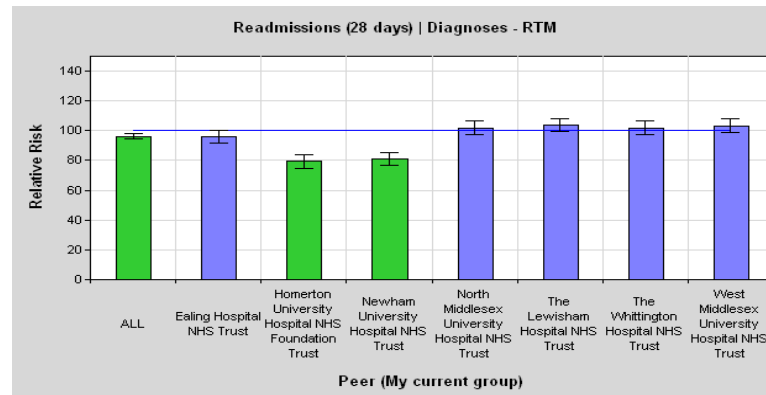
source: Dr Fosters - three month lag in data

Benchmark - trend over time
Standardised against national data



target: to be Blue/Green rated

Against a Peer Group of similar London hospitals - last 12 months (Nov 07 - Oct 08)



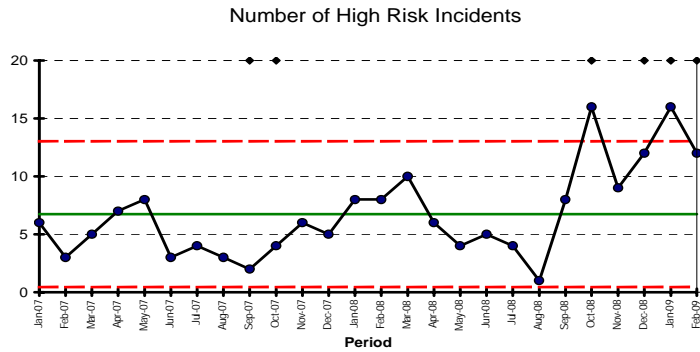
source: Dr Foster Intelligence. Relative Risk = index. Benchmark Year=2007/08

target: to be Blue/Green rated

Clinical Quality

note: Dr Fosters data refreshed to January 2009 (exc Readmissions), Trust data to February 2009

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Never Events

detail to follow

Overall Mortality Rate

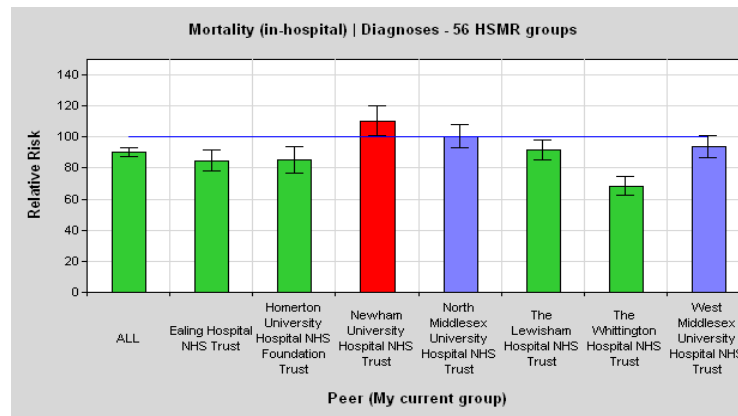
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target: to be Blue/Green rated

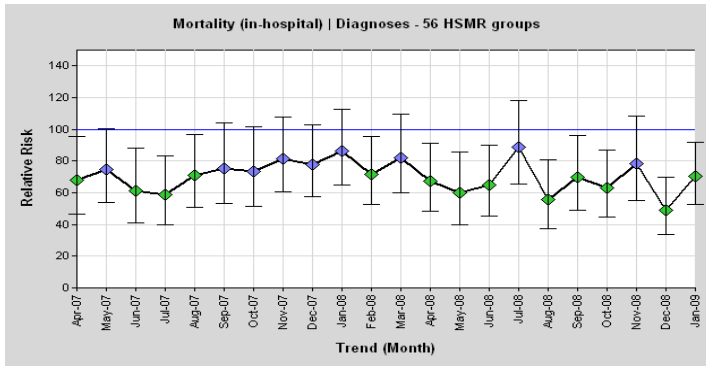
Clinical Quality

note: Dr Fosters data refreshed to January 2009 (exc Readmissions), Trust data to February 2009

Mortality Rates (continued)

Mortality Rates over time

source: Dr Fosters



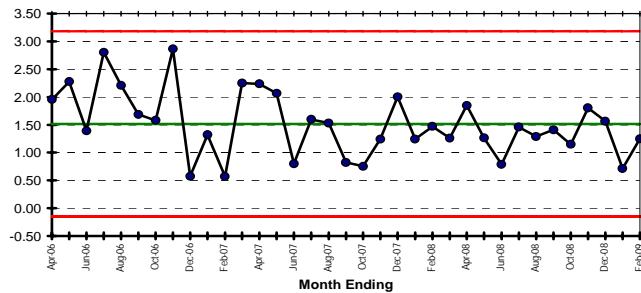
target: to be Blue/Green rated

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Selected diagnoses and age band (excludes over 75 year old)

Avoidable Mortality - deaths per 1000 discharges



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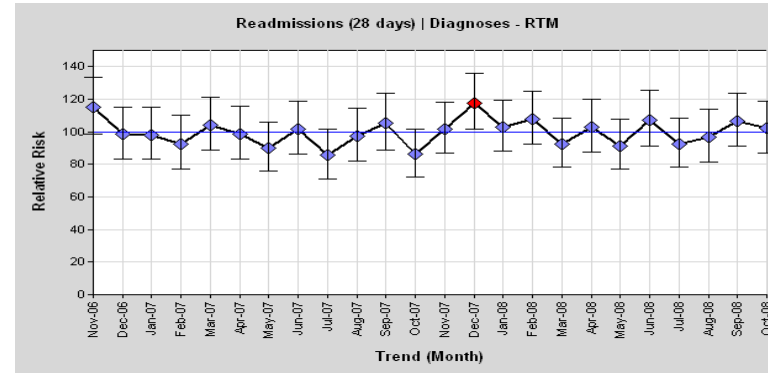
Red: above target or run of 8 points above centre line (average)

Target to be less than 2

Readmissions

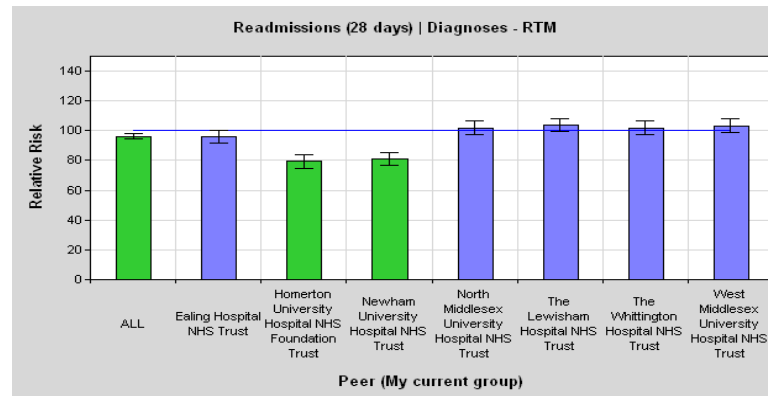
source: Dr Fosters - three month lag in data

Benchmark - trend over time
Standardised against national data



target: to be Blue/Green rated

Against a Peer Group of similar London hospitals - last 12 months (Nov 07 - Oct 08)



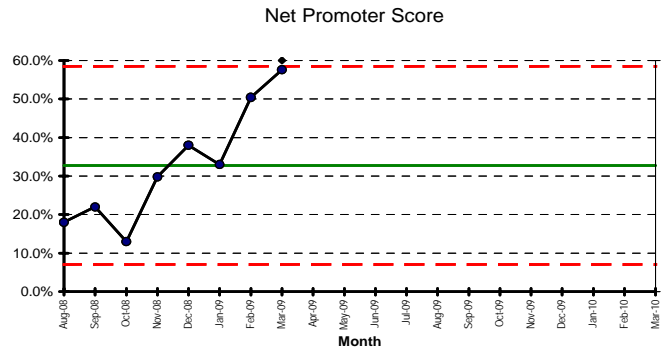
source: Dr Foster Intelligence. Relative Risk = index. Benchmark Year=2007/08

target: to be Blue/Green rated

Patient Experience

Period: March 2009

Net Promoter Score



source: internal Whittington surveys - target yet to be determined

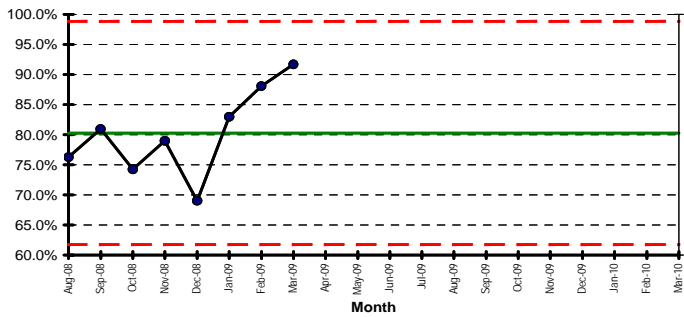
Green: within normal SPC parameter AND consistent progress to improvement target

Amber: within normal SPC parameters and no progress to target

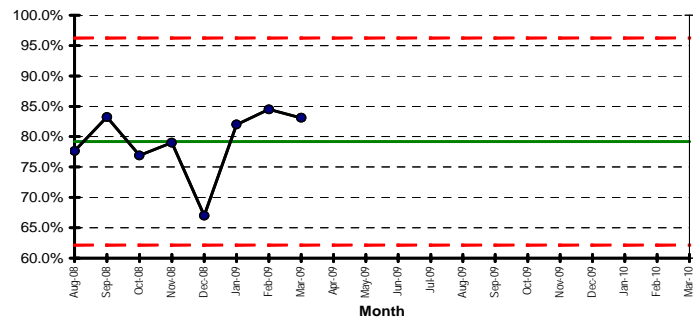
Red: lower control limit breach or run of 8 point below the centre line

Patient Survey

Overall how would you rate the care you received?

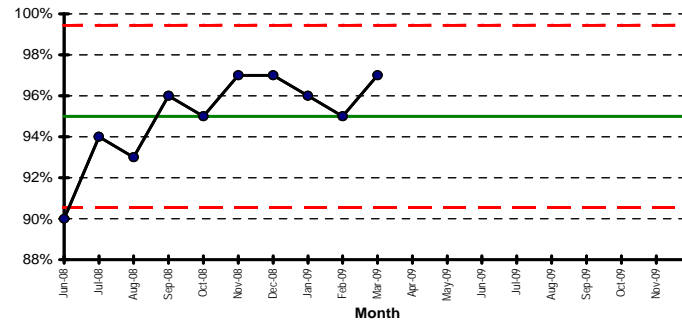


Were you involved in the decisions about your care?



Ward Cleanliness

Ward Cleanliness Score



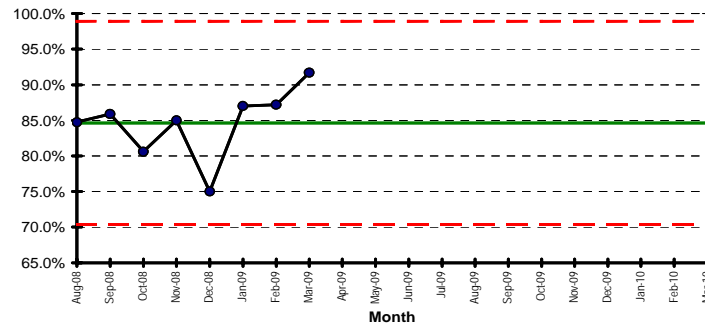
source: internal Whittington surveys

Green: within normal SPC parameter AND consistent progress to target (90%)

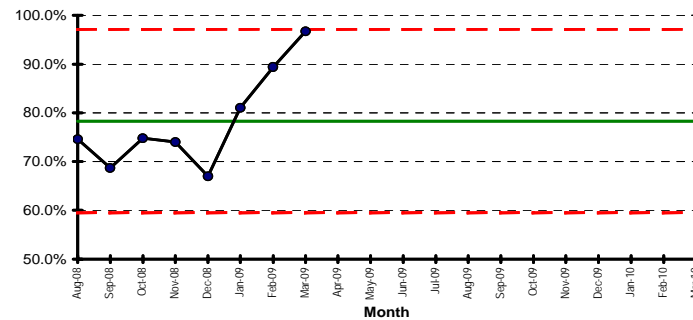
Amber: within normal SPC parameters and no progress to target

Red: lower control limit breach or run of 8 point below the centre line

Did you feel you were treated with dignity & respect?

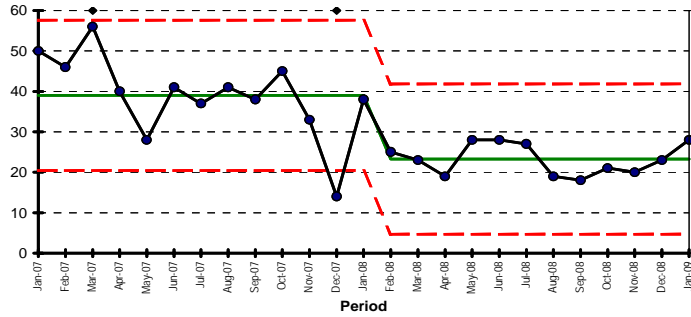


How clean was the hospital, room or ward you were in?



Complaints - numbers

Total Complaints Received by Month



source: Safeguard - reported quarterly

Green: within normal SPC parameter AND progress to downward step change

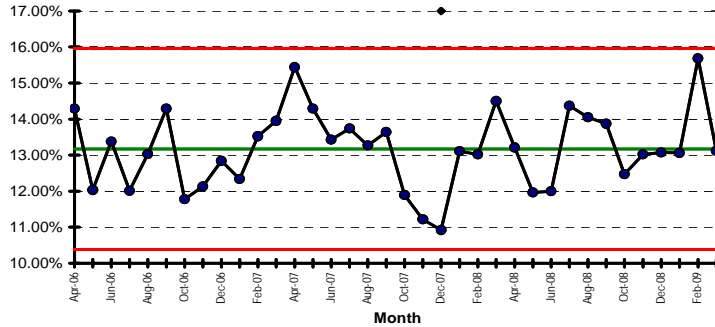
Amber: within normal SPC parameters and no progress to step change

Red: upper control limit breach or run of 8 point above the centre line

Hospital Cancellations

see Workforce & Efficiency section for DNA rates

Hospital Cancellation Rate: Outpatient appointments



source: PAS data

Green: within normal SPC parameter AND consistent progress to target (9.5%)

Amber: within normal SPC parameters and no progress to target

Red: Upper control limit breach or run of 8 point above the centre line

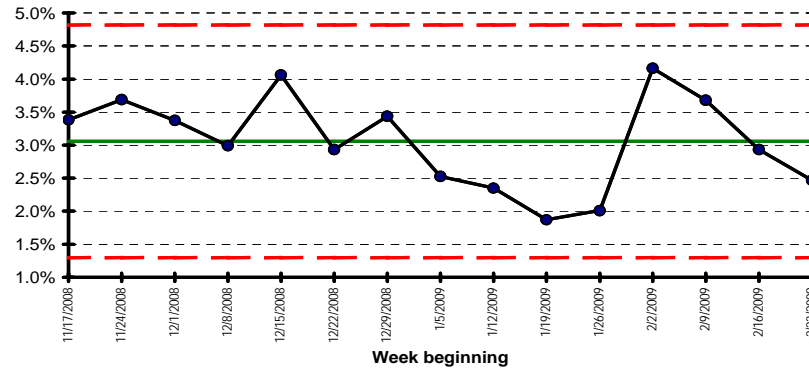
Complaints - Dissatisfied

% Dissatisfied Complainants	17%	14%	8%	11%	4%
No of complaints referred to Healthcare Commission	2	11	13	1	2
No of complaints referred to Ombudsman	0	1	0	0	0

Single sex accommodation

Each patient counts as a breach for each day that the mixed sex breach occurs
Total breach days as a Percentage of occupied bed days in week.

% mixed sex breaches



Source: Daily monitoring by bed managers

Green: within normal SPC parameter AND consistent progress to target

Amber: within normal SPC parameters and no progress to target

Red: upper control limit breach or run of 8 point above the centre line

Target to have zero breaches in in patient areas other than critical care and ED

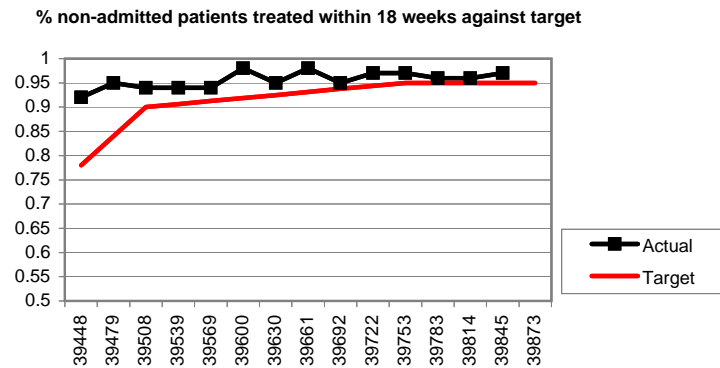
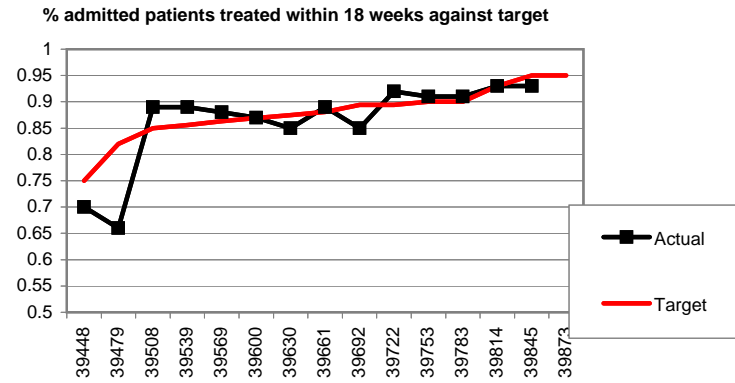
Access and Targets

Priority Targets

18 weeks Referral to Treatment (RTT) February 2009

(March data not ready - subject to validation)

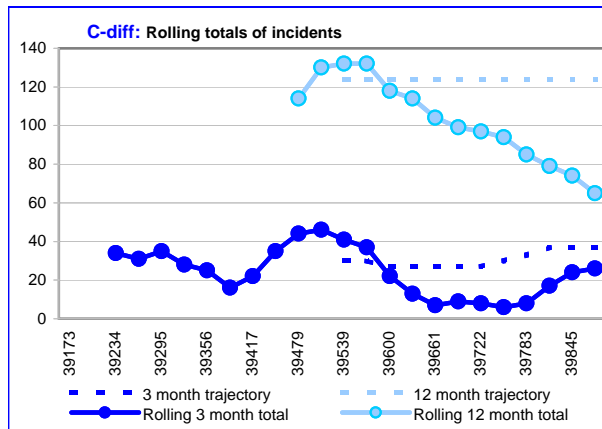
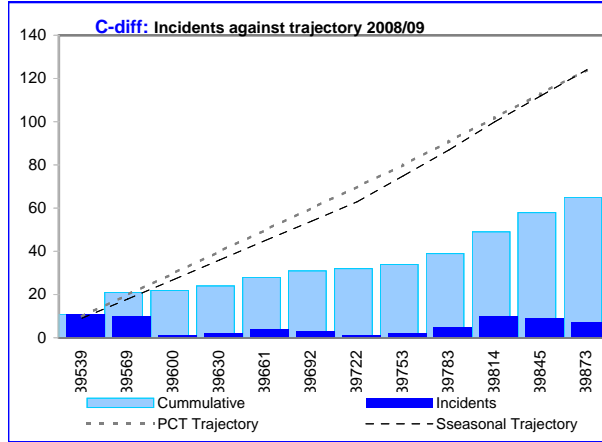
source: monthly 18 week report



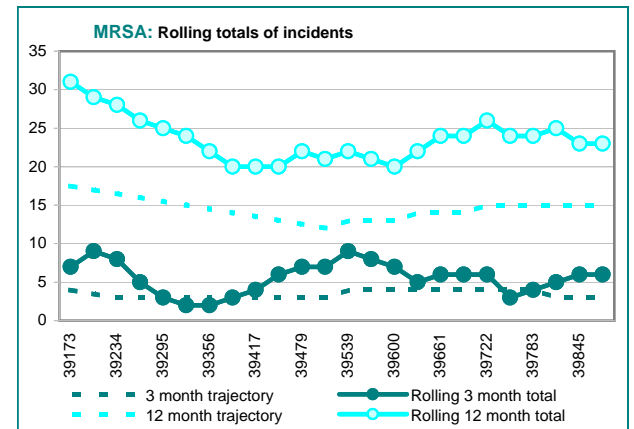
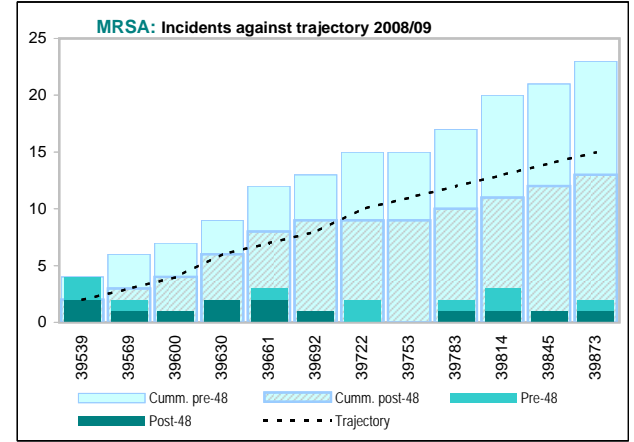
Healthcare Acquired Infections

source: weekly Infection Control flash report

Clostridium difficile



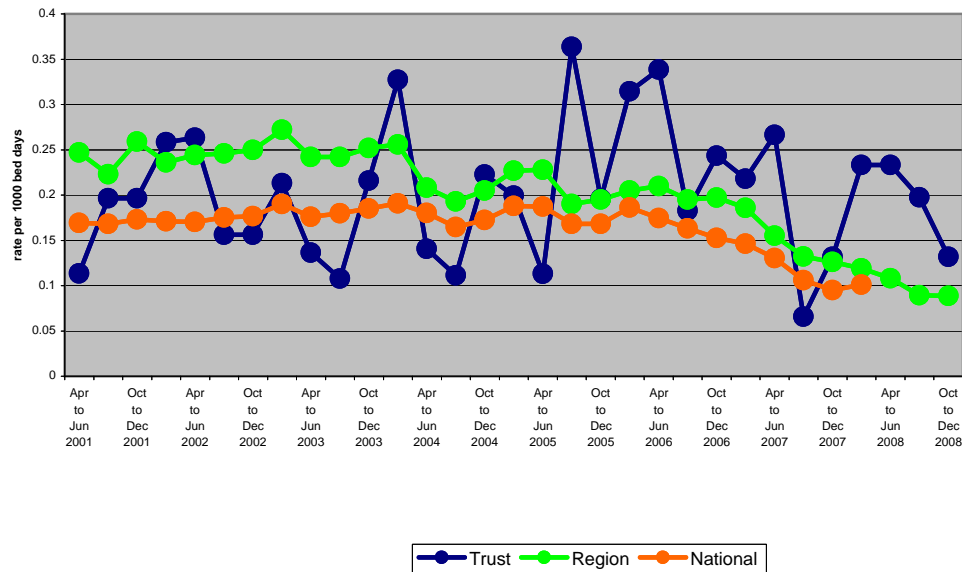
MRSA



Access and Targets

Infection Control: Cases per bed day

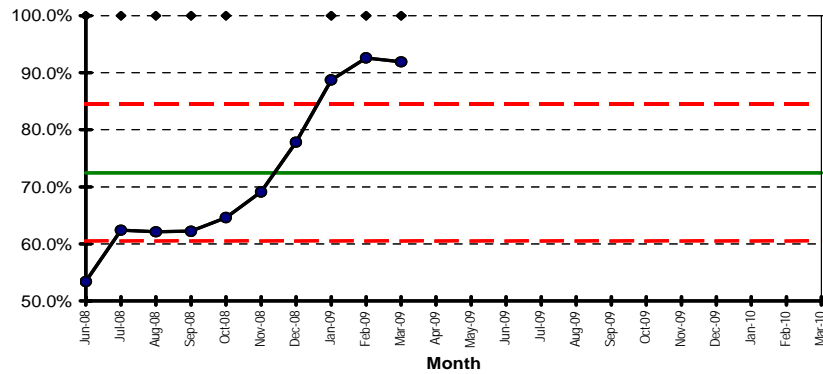
Comparison with national and regional trends for MRSA bacteraemia rate



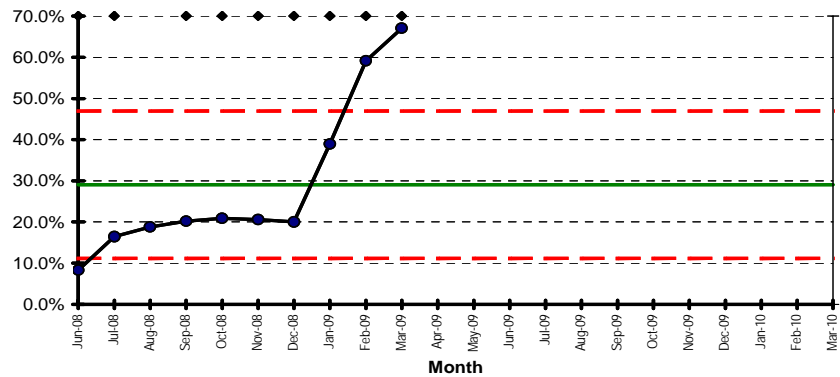
Source
Health Protection Agency

Notes
C-Diff data to follow

MRSA screening compliance: Emergency Patients



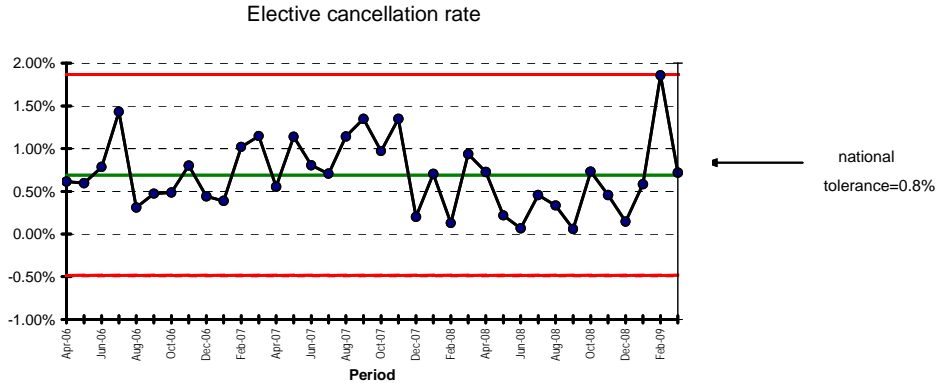
MRSA screening compliance: Elective Surgical Patients



Data now includes day case screening performance

Access and Targets

Cancelled Operations for non-clinical reasons: February 2009



source: PAS data

Other national targets

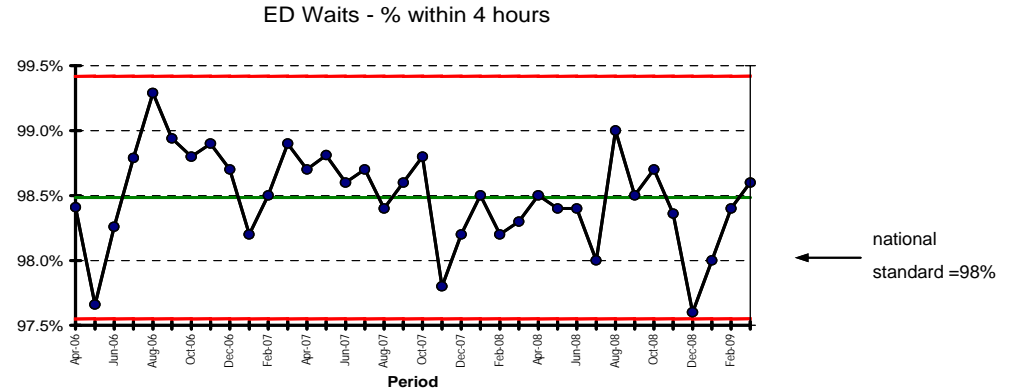
National Target Indicators - reviewed by Monitor & Healthcare Commission

Standard	Criteria	Target	Mar-09	YTD	Forecast
Reducing Mortality from Cancer					
Wait from GP Referral until Seen	% seen within 14 days				
Wait from Decision to Treat until Treatment	% treated within 31 days				
Wait from GP Urgent Referral until Treatment	% treated within 62 days				
Inpatients waiting over 26 weeks		0	0	0	0
GP referred Outpatient waiting over 13 weeks		0	0	0	0
Ensuring patient right of redress following cancelled operations					
Operations cancelled for non-clinical reasons	% of elective admissions	<0.8%	0.72%	0.54%	0.54%
Offers of new binding date	% within 28 days	95%	100%	100%	100%
Delayed transfers of care					
Number of delayed bed-days			167	1595	1,914
% delayed patients as a % of all patients		<=3.5%	2.6%	2.1%	2.1%
Reducing Mortality from Heart Disease					
Wait from GP Referral until Seen in RACP Clinic	% seen within 14 days	100%	100%	100%	100%
Each national core standard	number of standards failed	0			

Cancer Waits:

New definitions and targets from January 2009 onwards
 No standards or targets yet published
 Data being validated - will be reported in future months

ED attendances: % treated within 4 hours: February 2009



source: EDIS data

National Target Indicators - reviewed by the Healthcare Commission only (annual health check)

Standard	Criteria	Target	Mar-09	YTD	Forecast
Supporting patient choice and booking					
Choice of dates offered for Outpatient Appointments	% of new referrals	100%	100%	100%	100%
Choice of dates offered for Elective Admission	% of decisions to treat	100%	100%	100%	100%
Emergency bed-days					
Number of emergency bed-days		7500	7,904	90,785	-
% Change from last year			1%	1%	-
Drug misusers: information, screening and referr					
Meeting 5 requirements		100%	100%		100%
Reducing inequalities in Infant Mortality					
Smoking in pregnancy at time of delivery	% of deliveries	<17%	8.2%	9.2%	9%
Rate of Breastfeeding at birth	% of deliveries	78%	86.7%	88.4%	88.4%
Obesity: compliance with NICE guidance 43					
			100%		100%
Participation in audits					
Stroke Care					
	new indicator-to be confirmed		n/a		
Data quality: ethnic coding					
	new indicator-to be confirmed				
Data Quality: maternity data					
	new indicator-to be confirmed				
Diagnostic					
		Overall	Green		
Diagnostic Waits (non audiology)	% waiting within 13 weeks	100%	100%		
13 weeks Breaches		0	0	0	0
Total diagnostic tests	% waiting within 6 weeks	-	100%		
Wait for MRI Scan appointment	% waiting within 6 weeks	-	100%		
Wait for CT Scan appointment	% waiting within 6 weeks	-	100%		
Wait for Ultrasound appointment (non-obstetric)	% waiting within 6 weeks	-	100%		
All other diagnostic tests (non audiology)	% waiting within 6 weeks	-	100.0%		

Strategy

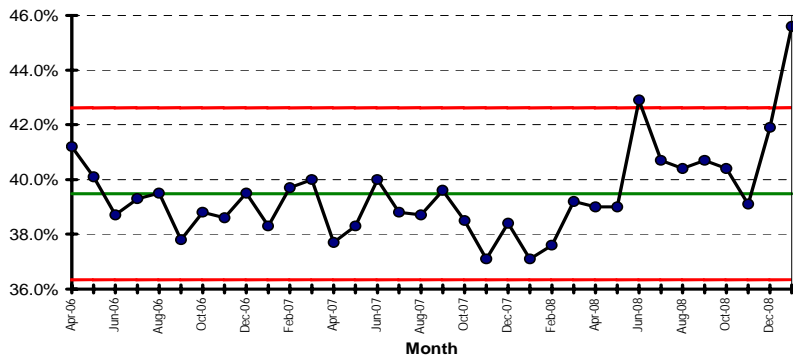
Dr Fosters data refreshed to January 2009

Data distorted by the lack of Royal Free data for Jan 09

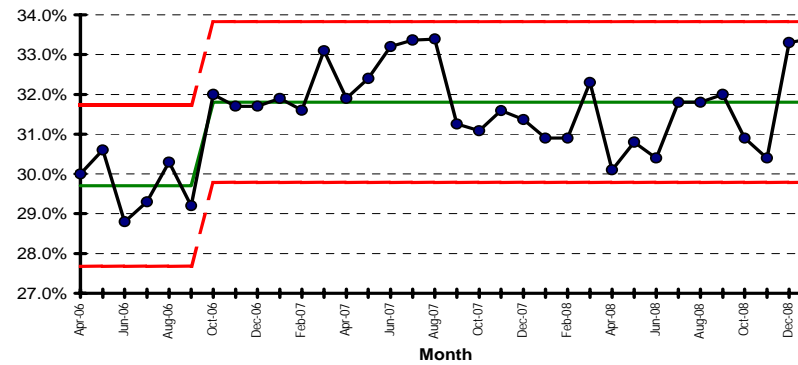
MARKET SHARE

First Outpatient Attendances

Whittington: Islington First OP Attendances

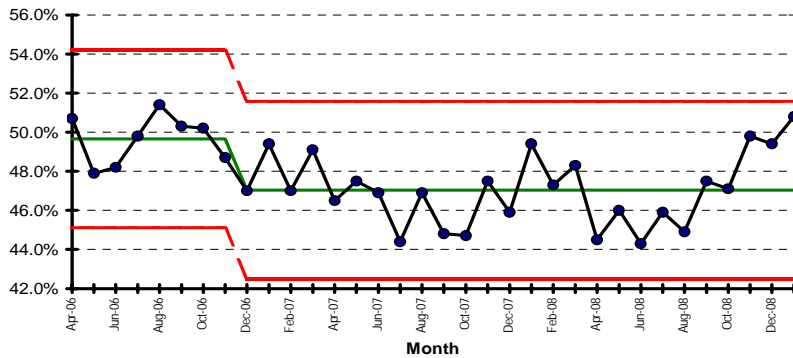


Whittington: Haringey First OP Attendances

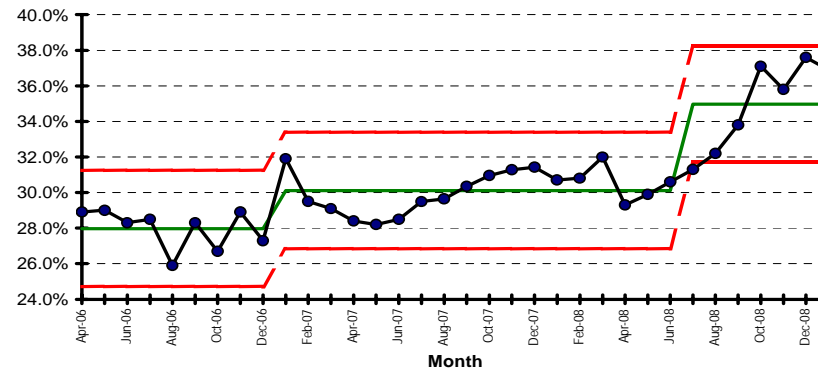


Non-Elective Admissions

Whittington: Market Share for Islington Non Elective Admissions



Whittington: Market Share for Haringey Non Elective Admissions



Performance Thresholds
 Green: within normal SPC parameter AND consistent progress to target
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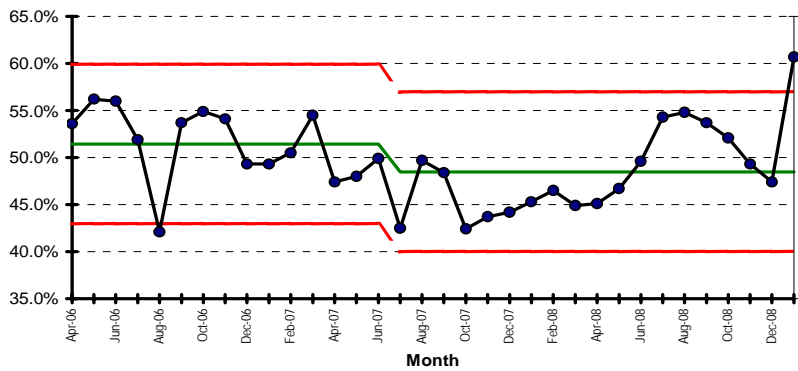
TARGET
 1% increase in Market Share for all Activity Types by March 2009

Strategy

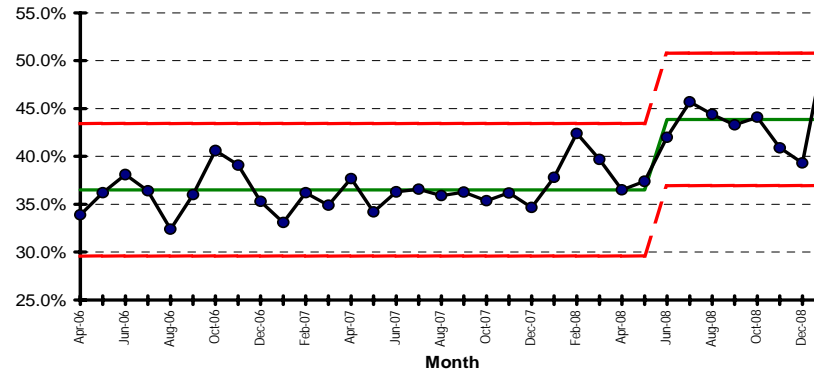
Day Case Surgery

(General Surgery, Orthopaedics, Urology, ENT, Gynaecology, Pain Management, Gastroenterology only)

Whittington: Market Share for Islington Day Case Surgery

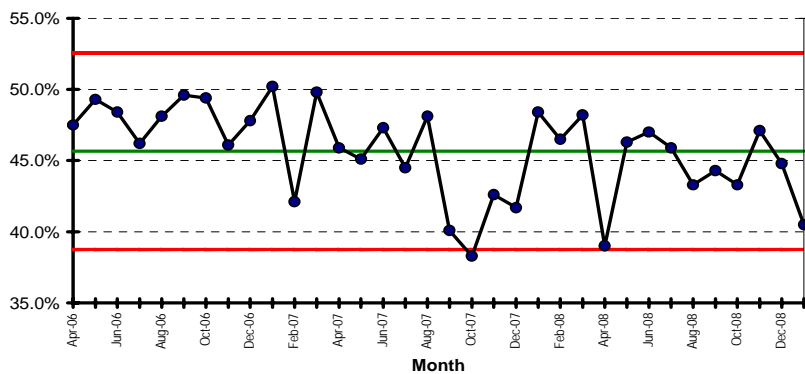


Whittington: Market Share for Haringey Day Case Surgery



Maternity Deliveries

Whittington: Market Share for Islington Maternity Deliveries



Whittington: Market Share for Haringey Maternity Deliveries

