

## Board Performance Report: December 2011

Agenda Item: 7.1  
Reference: 12B.005

Board Meeting: 30 January 2012



<b>Summary</b>	<p>Attached is the Scorecard for the period to 31st December 2011.</p> <p>Key headlines include:</p> <ul style="list-style-type: none"><li>• Total core contact volumes for the month remained below planned level.</li><li>• Abandonment rates for entry to the service were 1.6% and remained well within target.</li><li>• Time to answer (within 60 seconds) declined to 94.7% and marginally missed target.</li><li>• Time to Clinical Assessment for less urgent was 81% and non urgent 89%.</li><li>• Expert Call Review (64%) remains below target.</li><li>• A fourth 111 pilot area (North West) went live on 28<sup>th</sup> November.</li><li>• Sickness levels decreased.</li><li>• Patient satisfaction levels remain strong (92%) and complaints remain low (0.3 per 10,000 calls).</li><li>• The trust remains on its financial target for the year to date.</li></ul>
<b>Issues to be considered by the Board</b>	Overall performance of NHS Direct compared to Target
<b>Action required by Board</b>	To note this report.
<b>Accountable Executive Director</b>	Trevor Smith, Director of Finance
<b>Author of Paper</b>	Craig Pattison, Ashwin Gami
<b>Date prepared</b>	January 2012

# **NHS Direct Board Scorecard**

**Period 9  
Dec-11**



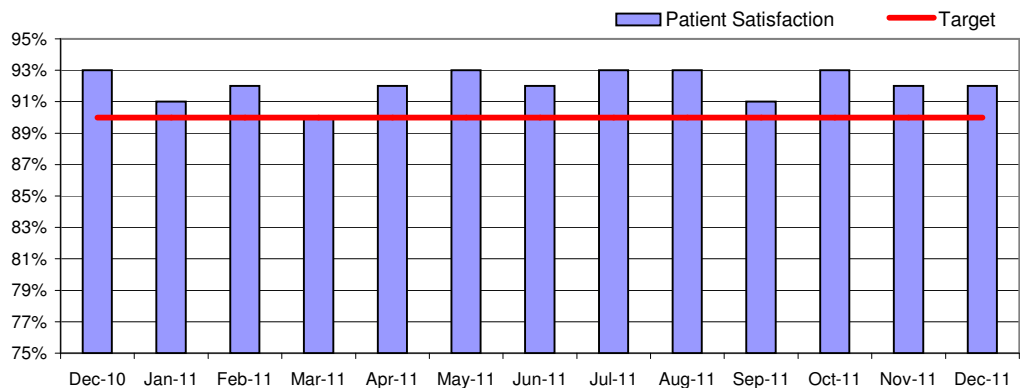
# December 2011 - Board Scorecard

Area	Sub-Area	Board Key Performance Indicator (KPI)	Page Number	Target	Dec-11	Current RAG Status	Improvement ▲ Deterioration ▼	
Quality & Productivity	Patient	B1 - Patient Satisfaction	Page 3	≥90%	92%		◄►	
	Quality and Safety	B2 - Number of Complaints	Page 3	1 per 10,000 calls	0.3		◄►	
		B3 - Actions Arising from Complaints Implemented to Deadlines	Page 3	≥95%	98%		▲	
		B4 - Expert Call Review Scoring Good/Excellent	Page 4	≥80%	64%		▼	
		B5 - % of Incidents Reported to National Review that gave rise to harm	Page 4	≤10%	2.0%		▲	
	Access	B6 - Time to Answer - within 60 seconds	Page 4	≥95%	94.7%		▼	
		B7 - Abandonment Rate	Page 5	≤5%	1.6%		▼	
		B8 - Time to Clinical Assessment Urgent Calls - within 20mins	Page 5	≥95%	99%		▼	
		B9 - Time to Clinical Assessment Less Urgent - within 60mins	Page 5	≥95%	81%		▼	
	Productivity	B10 - Time to Clinical Assessment Non Urgent Calls - within 120mins	Page 5	≥95%	89%		◄►	
		B11 - Time with Patients	Page 5	≥50%	47.6%		▲	
		B12 - Waiting for Call Time	Page 5	<15%	12.8%		▼	
Value to Patients and NHS	Total Volumes	B13 - 111, 0845 & Urgent Care <sup>1</sup>	Page 6	530,986	467,850		▲	
		B14 - 111 Call Volumes (minimum take contracts)	Page 6	22,372	34,825		▲	
		B15 - 111 Answered in 60	Page 6	≥95%	92%		▼	
		B16 - 111 Calls not Requiring Onward Referral	Page 7	TBC	28%		▲	
		B17 - 111 Calls Requiring Onward Urgent or Emergency Referral	Page 7	TBC	44%		▼	
		B18 - 111 - Average Warm Transfer Time (Secs)	Page 7	TBC	12		▲	
		B19 - Patient Choice (TAL)	Page 8	200,540	196,899		▼	
		B20 - Long Term Conditions	Page 8	7,485	6,310		▼	
		B21 - Number of Uses of Online Health and Symptom Checker	Page 8	697,000	951,769		▼	
		Outcome of 0845 46 47 Services	B22 - % Telephone Contacts not Requiring Onward Referral	Page 9	≥50%	51%		▼
	B23 - % Urgent and Emergency Onward Referrals		Page 9	≤25%	28%		▼	
	Great Place to Work		Sickness	B24 - Total Sickness	Page 9	10 days per WTE per yr	17.2	
		B25 - Number of People on Long Term Sick Leave		Page 10	Year End Target of 40	86		▼
Recruitment & Retention		B26 - Proportion of Staff Recruited who complete a Year	Page 10	TBC	60%		▼	
		B27 - Staff Engagement (Quarterly Surveys)	Page 10	≥60%				
Corporate Effectiveness & Efficiency	Finance	B28 - Recurring Financial Balance (monthly run-rate)	Page 11	10%	1%		▼	
		B29 - Department of Health Financial Health Index	Page 11	2.5	2.9		◄►	

<sup>1</sup>0845 includes Core Service, OOH, Other Call Origins

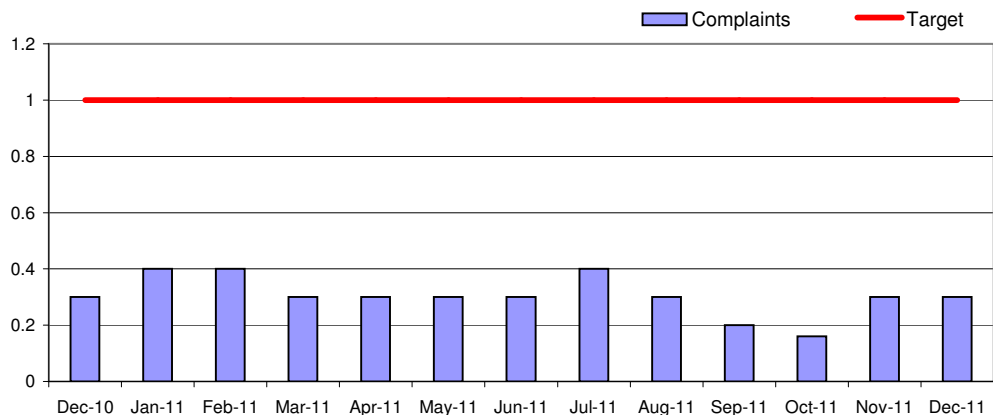
Key: ▲ Improvement in Performance ◄► No Change ▼ Deterioration in Performance

**B1 - Patient Satisfaction**



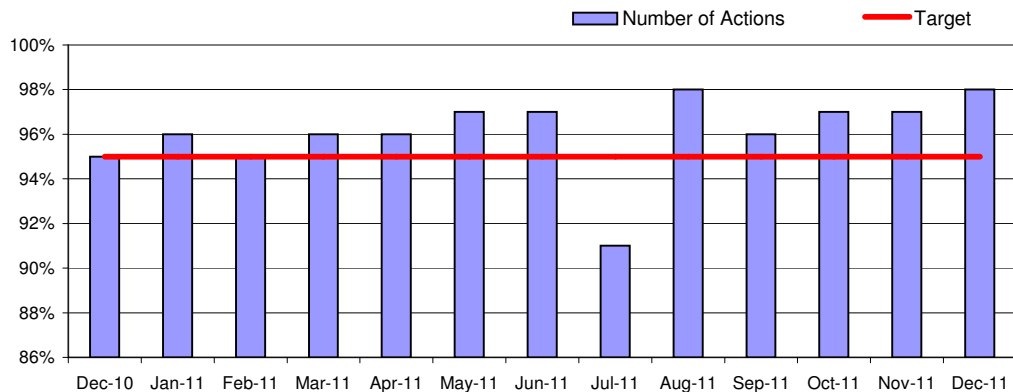
- Patient Satisfaction continues to exceed target.

**B2 - Number of complaints per 10,000 Calls**



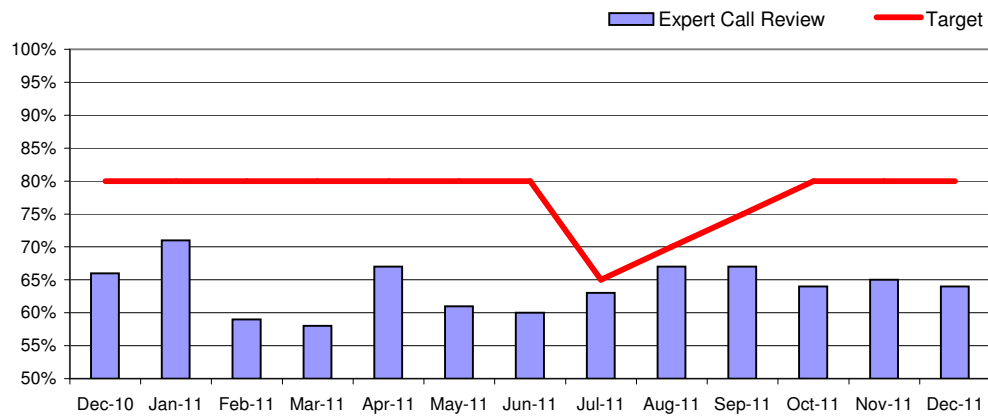
- The number of complaints remains well within target.

**B3 - Actions Arising from Complaints Implemented to Deadlines**



- Actions arising from complaints achieved the target in December.

### B4 - Expert Call Review



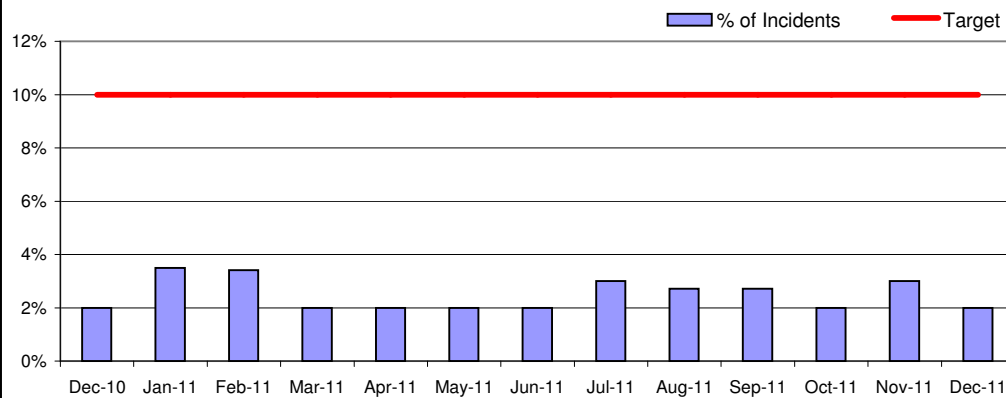
- This KPI continues to miss target.

- 34% of call reviews had an outcome of unsatisfactory with a quarter of these reviews attributed to insourced staff.

- A significant challenge has been finding time for staff to be offline to receive feedback.

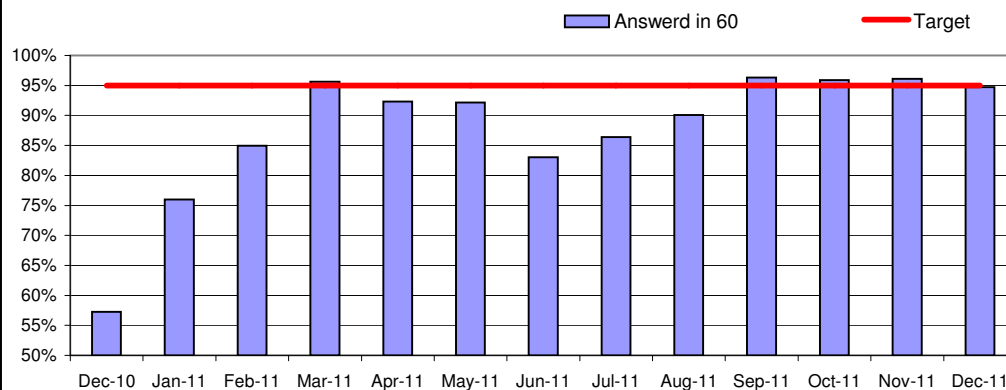
- The Clinical Governance Committee in January is looking at this issue in detail.

### B5 - % of Incidents Reported to National Review that have given rise to harm



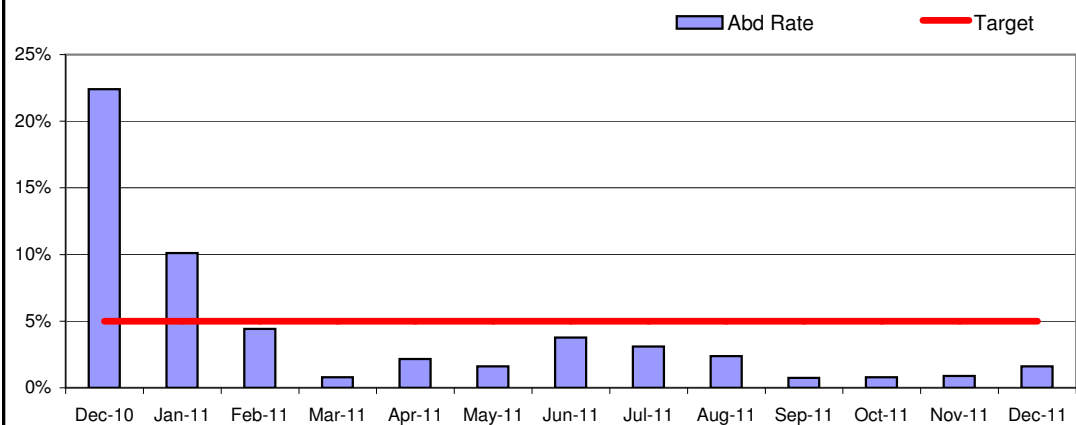
- Incidents Reported for National Review that have given rise to harm continued to be well within target.

### B6 - Time to Answer - Within 60 Seconds



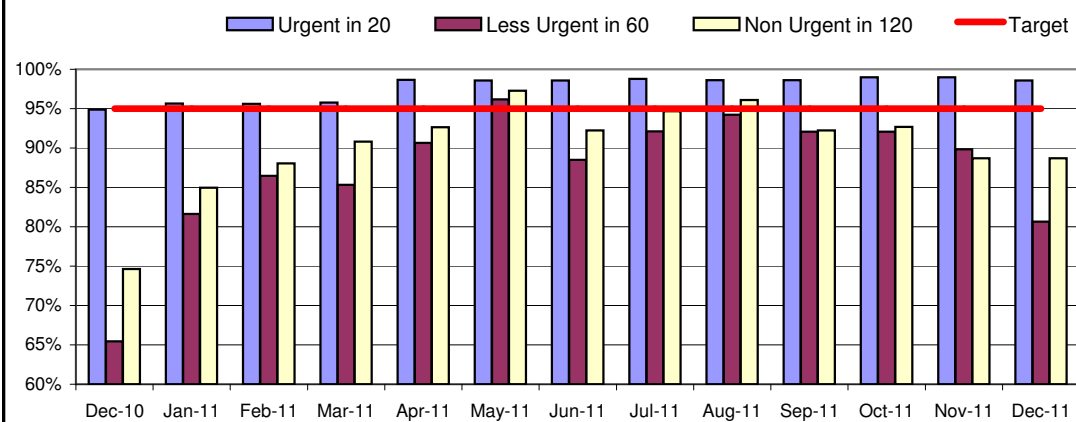
- In December the 95% target was achieved on 22 of the 31 days resulting in the cumulative performance ending marginally below target. This is a considerable improvement compared to last December and is attributable to the realignment of conduit staff in mid-August.

### B7 - Abandonment Rate



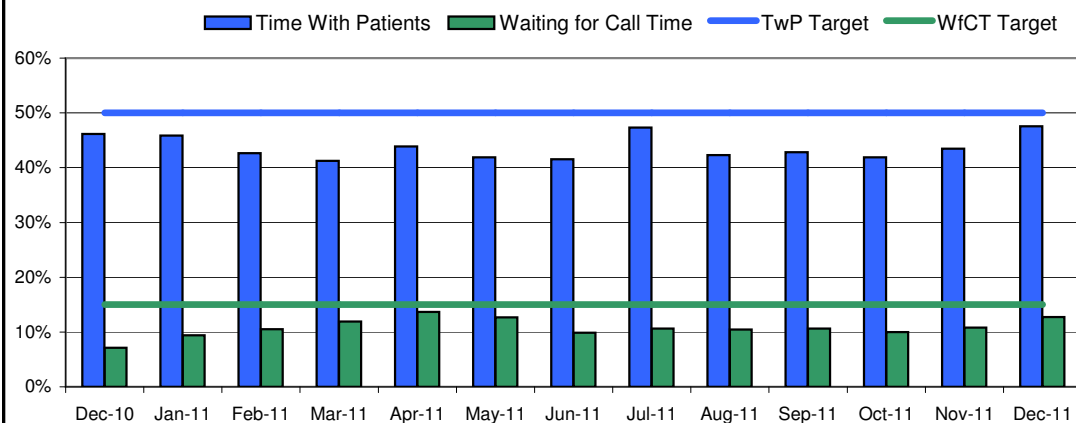
- Abandonment rate against target has been consistently achieved for 11 months.

### B8,9&10 - Clinical Performance



- The % of urgent calls started within 20 minutes achieved target every day in December.
- The performance of less urgent calls started within 60 minutes has improved compared to Dec '10. However, the target was only achieved on 9 out of 31 days.
- The % of non urgent calls started within 120 minutes was achieved on 5 out of 31.

### B11&12 - Productivity



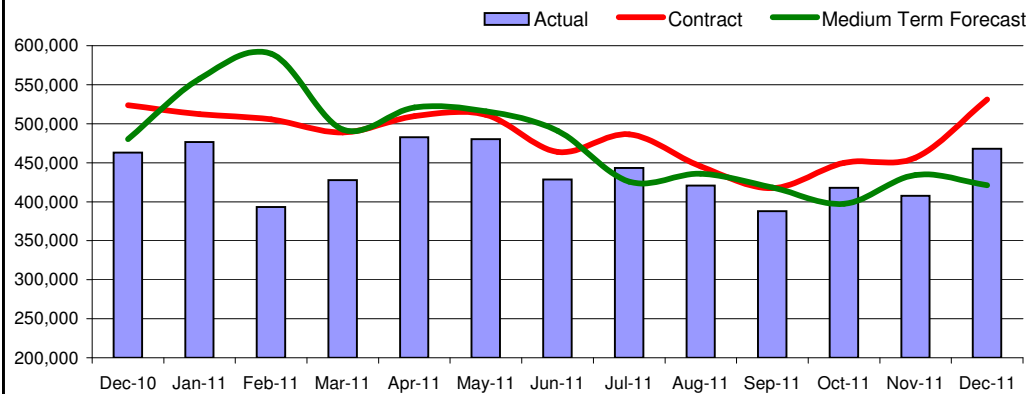
- Time with Patients remains below the target for the rolling 13 months shown. However, there has been a consistent improvement over the last 3 months and specifically in December since the rationalisation of the Not Ready Reason Codes; this is despite the peak demand days.

- Waiting for Call Time against the target has been consistently achieved for the last 12 months.

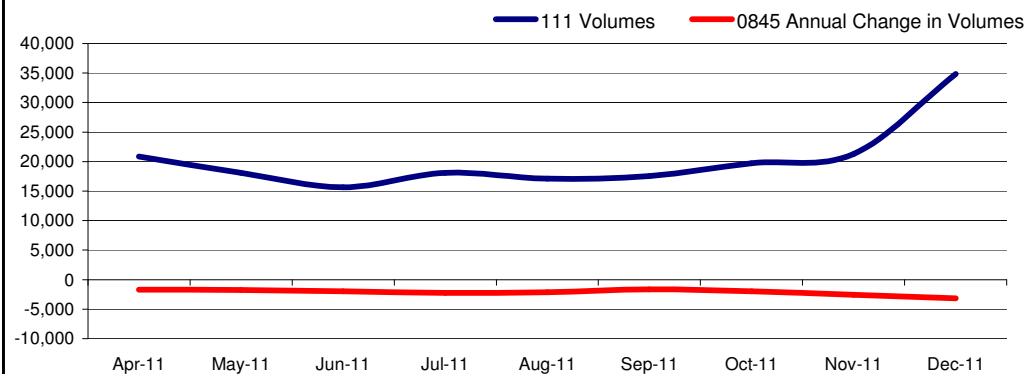
### 3. Value to Patients and NHS

- Combined answered call volumes were 12% below Contracted levels in December. The Core Service was 11% below original contract in December.

#### B13 - Contact Volumes - 111, Core & Urgent Care



#### B14 - 111 Pilots

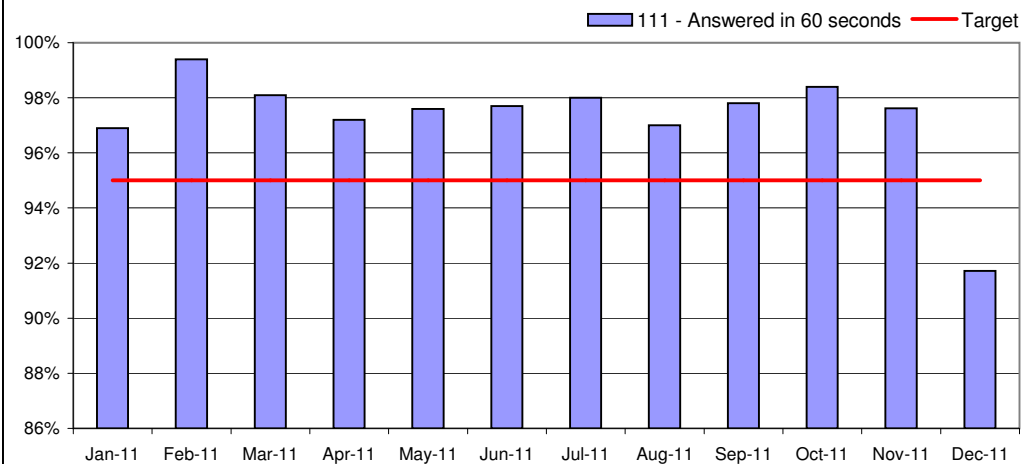


- 111 Volumes increased in December with the introduction of the North West pilot on 28th November.

- Calls to the 0845 service in Lincoln, Luton and Nottingham showed a decline (7k to 5k) compared to the same period last year, prior to the introduction of the 111 service.

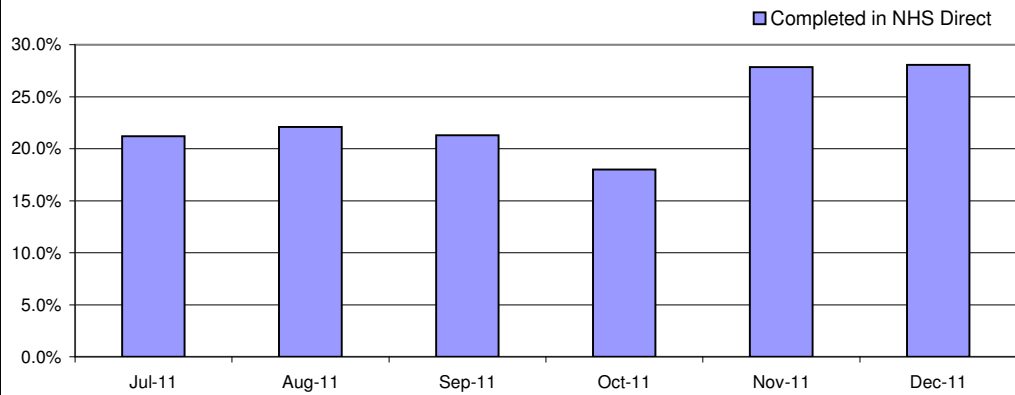
- Calls to the 0845 service for the North West PCT's fell from 12k in December 2010 to 10k in December 2011 while 7k in 111 volumes were received through the 111 Pilot in December 2011

#### B15 - 111 - Answered in 60 Seconds



- 111 Answered in 60 Seconds declined in December with 27th December having the greatest contribution to the drop in performance (69%).

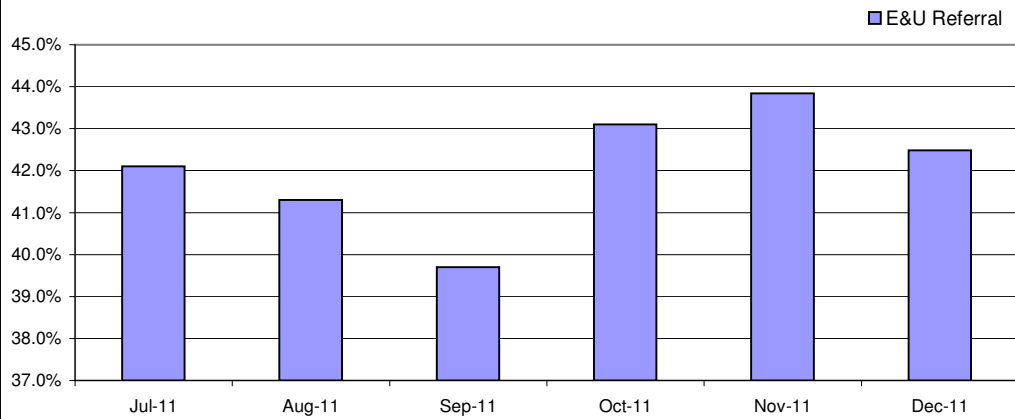
### B16 - 111 - Calls not requiring onward Referral



- 111 Calls not requiring onward referral has seen a slight increase in December.

- North West 111 performance is currently not captured in this metric. The Corporate Information Team are currently validating the combined view and it will be available next month.

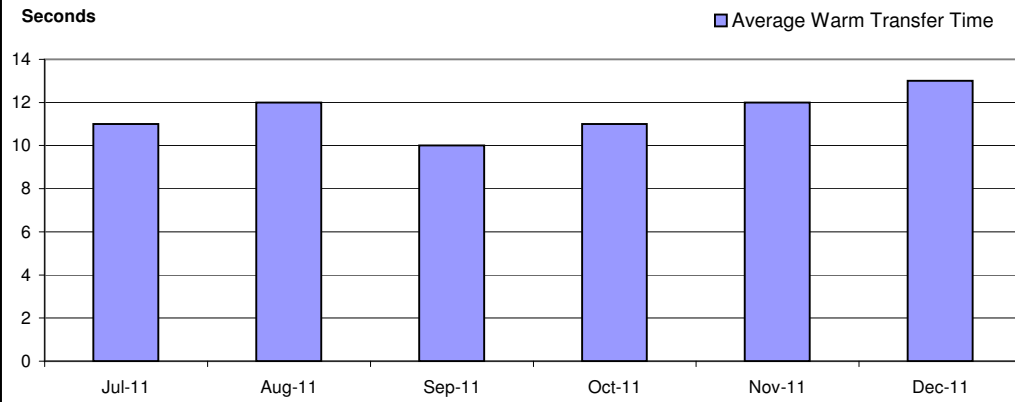
### B17 - 111 - Calls Requiring Onward Referral



- Urgent and Emergency Referrals remains consistent.

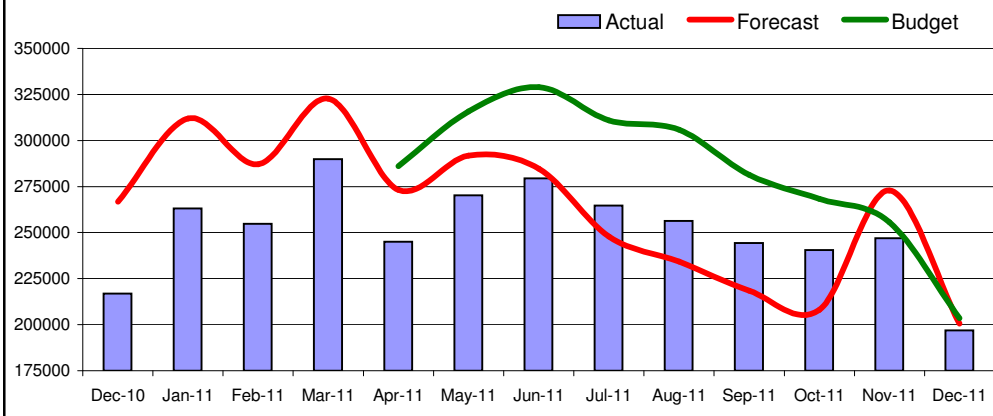
- North West 111 performance is currently not captured in this metric. The Corporate Information Team are currently validating the combined view and it will be available next month.

### B18 - 111 - Average Warm Transfer Time



- The 111 Average Warm Transfer Time for November was 13 Seconds.

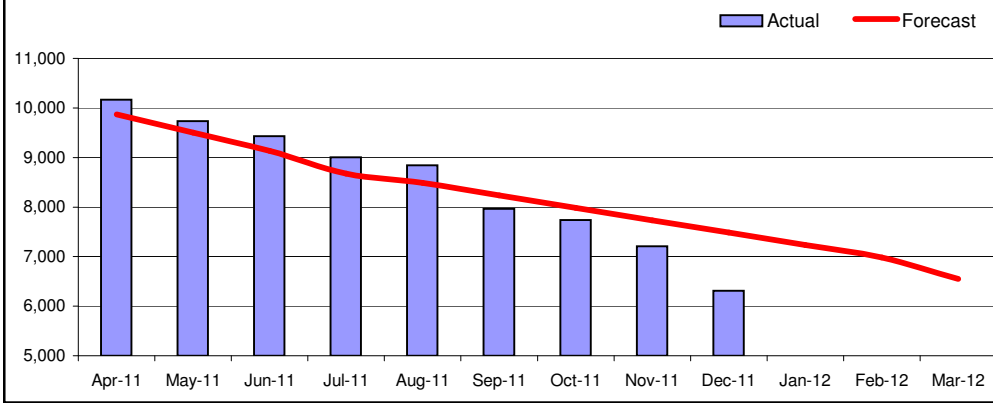
**B19 - Call Volumes - Patient Choice**



- TAL volumes were within 2% of forecasted levels for December

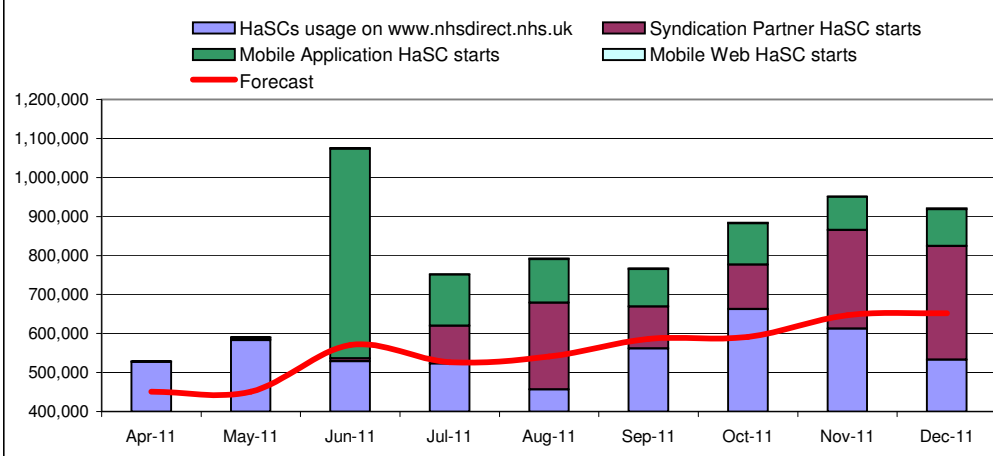
- Historically December is a quiet month for the TAL Service and this is reflected in the forecasted volumes. This results in increased call volumes in November and January and the forecast will reflect this.

**B20 - Patient Membership - Long Term Conditions**



- Long Term Condition Membership has seen a decrease in December, as would be expected as this service is not currently looking for new members in Birmingham.

**B21 - Health & Symptom Checker Usage**

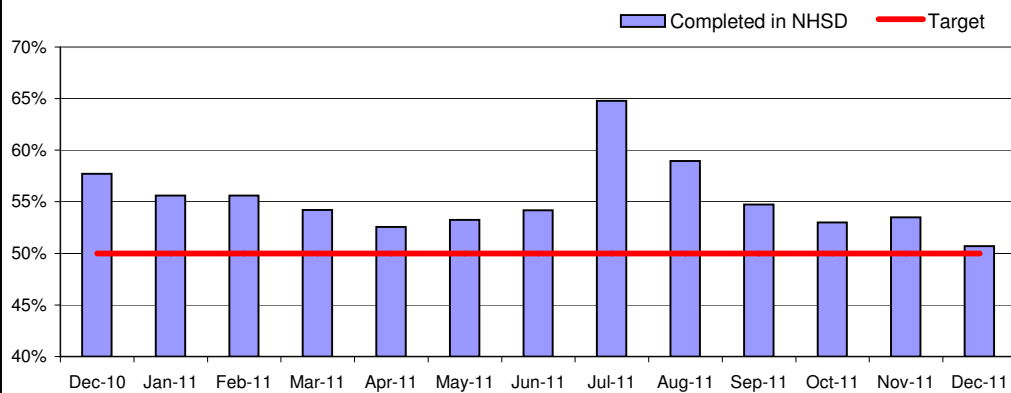


- The Chart now reflects all HaSC channels including Web HaSC, Syndication HaSC, Mobile App and Mobile Web.

- The Top 5 HaSC's used in December were:

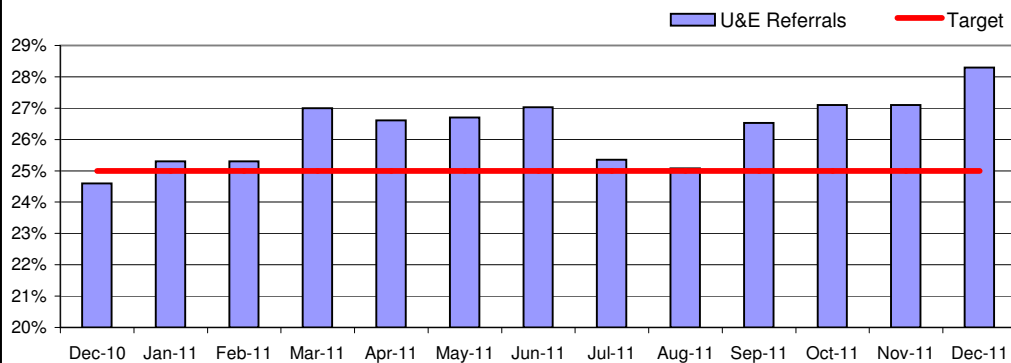
- Find your symptom checker – 119k
- Abdominal Pain – 47k
- Colds and Flu – 52k
- Rashes and skin problems – 36k
- Diarrhoea and vomiting – 29k

**B22 - % of Telephone Contacts not Requiring Onward Referral**



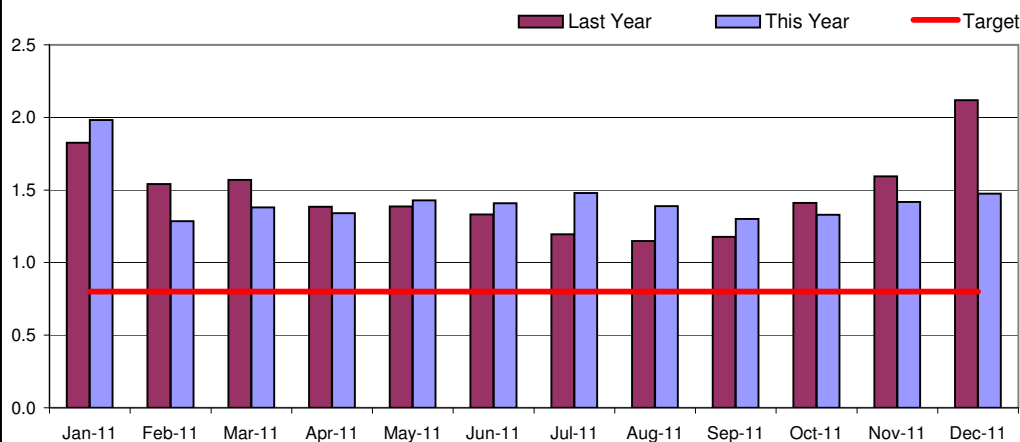
- Telephone Contacts not requiring onward referral has been consistently achieved over the rolling 13 months.

**B23 - % Urgent & Emergency Referrals**



- Urgent and Emergency Referrals failed on all but one day in December. It has already been recognised that elements of this target definition needs to change and until that change is in place it is expected that we will continue to fail to achieve it.

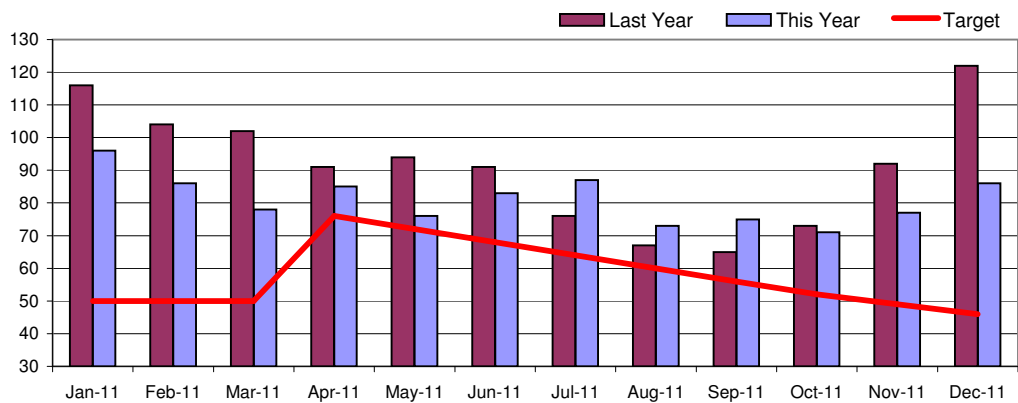
**B24 - Sickness**



- Sickness has increased for the fourth consecutive month. The total sickness is running at 17.2 FTE days for a rolling 12 month period.  
 - The target of 10 days by the end of March 2012 is now no longer achievable as sickness is currently running at 12.6 days for the year to date. HR anticipate the year end figure to be 15 FTE days lost.  
 - Sickness remains a high priority of the Trust, the Management teams are continuing to enforce the PMA policy and the other initiatives relating to sickness. The sickness levels may be impacted by the implementation of new roster options being implemented over the next few months.

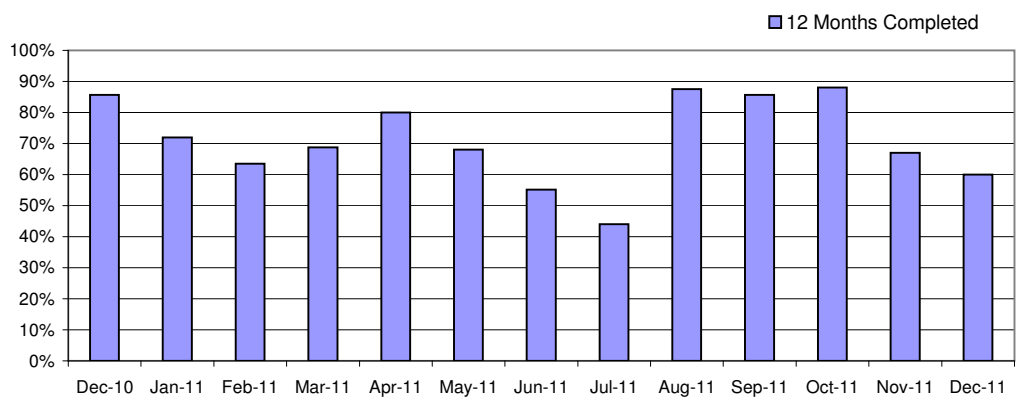
**5. Great Place to Work**

**B25 - Long Term Sick**



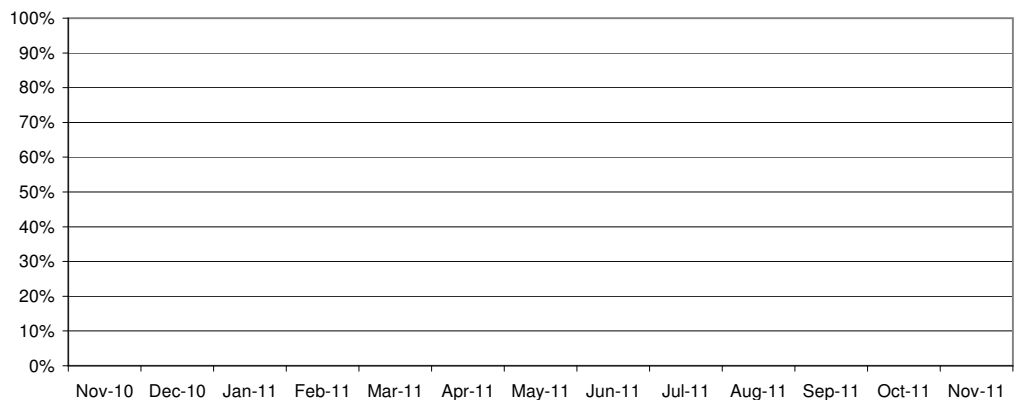
- The long term sickness figure for December which is an increase on the cleansed figure of 77 for November 2011. Data cleanse will continue through the month to ensure the accuracy of the data.  
 - For the Trust to reach the set target of 40 cases the figure for long term sickness cases needs to reduce by 46 (based on current number for December 2011) by the end of March 2012. This is now seen as unachievable and HR anticipate the figure to be between 69 and 72 given current levels.

**B26 - Staff Recruited who complete a Year**



- The % figure for December of 60% represents 3 out of 5 staff recruited who completed a year.

**B27 - Staff Engagement (Quarterly Surveys)**

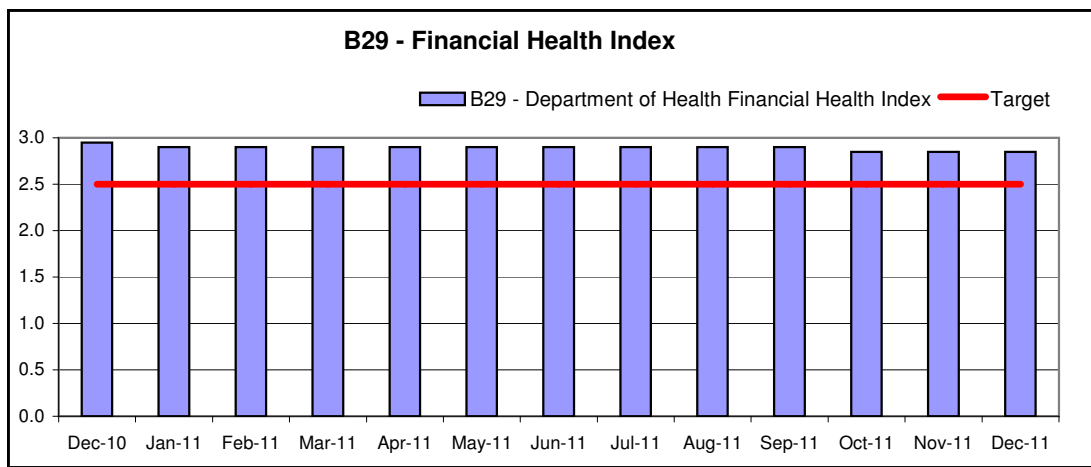
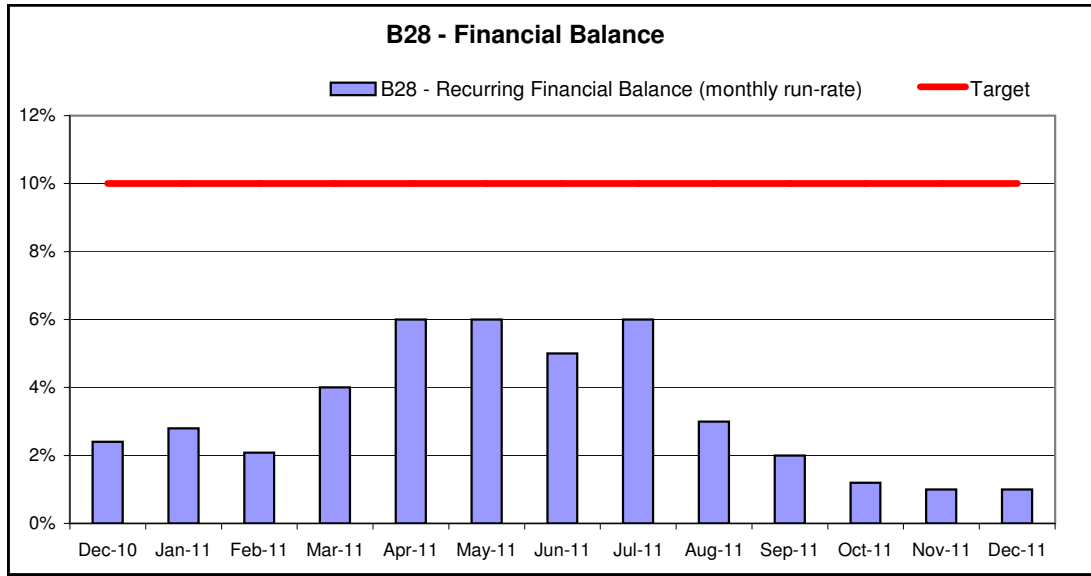


- The first Quarterly Survey was undertaken in November and it is anticipated that the results will be available in January 2012.

## 6. Corporate Effectiveness & Efficiency

	Month of December			YTD to end December			Full Year Budget Forecast	
	Actual	Budget	Variance	Actual	Budget	Variance	£m	£m
	£m	£m	£m	£m	£m	£m		
Core Income	11.2	11.1	0.1	87.9	89.8	(1.9)	120.1	117.1
Other	2.2	2.1	0.1	19.1	19.1	(0.1)	26.6	27.0
<b>Total Income</b>	<b>13.4</b>	<b>13.2</b>	<b>0.2</b>	<b>107.0</b>	<b>109.0</b>	<b>(2.0)</b>	<b>146.7</b>	<b>144.1</b>
Total Costs before reserves	11.3	11.8	0.5	100.5	101.1	0.6	137.2	137.3
<b>Operating Surplus/(Deficit)</b>	<b>2.0</b>	<b>1.3</b>	<b>0.7</b>	<b>6.5</b>	<b>7.8</b>	<b>(1.4)</b>	<b>9.6</b>	<b>6.8</b>
Retained Surplus/(Deficit)	1.6	0.6	1.0	2.7	1.5	1.1	0.3	0.5

Table subject to rounding differences



- In December the trust had an Operating Surplus of £2.0m against a planned surplus of £1.3m, a variance of £0.7m.

- Income surplus of £0.2m

- Expenditure for the month was £0.5m below plan.

- For further details please see the Finance Report.

- Financial Balance remains within Target

- Financial Health Index continues to exceed Target.

## 6. Core Contract Performance

#	KPI	01 Dec	02 Dec	03 Dec	04 Dec	05 Dec	06 Dec	07 Dec	08 Dec	09 Dec	10 Dec	11 Dec	12 Dec	13 Dec	14 Dec	15 Dec	16 Dec	17 Dec	18 Dec	19 Dec	20 Dec	21 Dec	22 Dec	23 Dec	24 Dec	25 Dec	26 Dec	27 Dec	28 Dec	29 Dec	30 Dec	31 Dec
1	% Calls Abandoned after 30 seconds	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
2	% Calls Answered within 60 Seconds	Green	Red	Red	Green	Green	Green	Red	Green	Green	Green	Red	Green	Green	Green	Green	Red	Red	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
2b	% Calls Answered within 180 Seconds	Green	Green	Green	Green	Green	Green	Red	Green	Green	Green	Green	Green	Green	Green	Green	Green	Red	Red	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
3	% Urgent Calls Started within 20 Minutes	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
3b	% Urgent Calls Started within 60 Minutes	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
4	% Less Urgent Calls Started within 60 Minutes	Green	Red	Red	Red	Red	Green	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red
4b	% Less Urgent Calls Started within 180 Minutes	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
5	% Non Urgent Calls Started within 120 Minutes	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red
6	% H12/M12 Calls started within 60 Minutes	Green	Red	Red	Red	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
7	% Urgent & Emergency Referrals	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red
8	% Completed within NHS Direct	Green	Green	Red	Red	Green	Green	Green	Green	Green	Red	Red	Green	Green	Green	Green	Green	Red	Red	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green

- The table above shows day by day performance across the month of December.
- Performance in December for access and clinical performance decreased on performance in November.
- Green shading indicates where Performance was achieved for the relevant KPI.