

Hospital of Choice			Clinical Quality			Productivity Indicators			
	current	fye		current	fye		current	fye	
A&E (4 hour)	A	↑	G	Mortality Rate	A	↑	tbc	Length of Stay	
Cancer Waits				Hospital Acquired Infection				Elective	A ↓ G
2 weeks	G	↓	G	MRSA	A	↔	G	Non-elective	A ↑ G
31 day	G	↑	G	CDiff	G	↓	G	Pre-operative (elective)	G ↑ G
62 day	A	↓	G	Total Complaints	G	↑	G	Medical Outliers	A ↑ G
18 week RTT Milestones				Overall Response Times	A	↑	G	Pre-11am Discharges (%)	A ↑ A
% admitted patients within 18 weeks in month	A	↑	G	Overall Response Times (including agreed extension via holding letters)	G	↑	G	Day Case Rates	A ↓ G
% non-adm patients within 18 weeks in month	G	↑	G					Basket	G ↑ G
Delayed Transfers of Care	A	↓	A					Trolley	G ↓ G
Ethnic information	A		G					New to Follow up Outpatient Rate	A ↑ G
								Outpatient DNA Rate	A ↓ A
Outpatients (13 weeks)	G	↔	G					Theatres	
Inpatients (26 weeks)	G	↔	G					Percentage Utilisation	R ↓ G
Patients waiting >6 weeks for diagnostics	G	↑	G					Operations Performed	R ↓ G
Cardiac Waits									
2 weeks Rapid Access Chest Pain Clinic	R	↑	A						
13 weeks Revascularisation	G	↔	G						
Cancelled Operations	A	↑	A						
Cancelled Operations (28 day reschedule)	A	↑	A						
Clinical Research and Development			Financial Position			Excellent Employer			
	current	fye		current	fye		current	fye	
Research Funding				Income and Expenditure	R ↓ G		AWL (WTE) Total	G ↑ tbc	
Commercial Research Income - network	A	↔	G	Cashflow	G		Staff in Post (percentage fill rate)	G ↓ tbc	
Commercial Research Income - independent	A	↔	G	Paybill	A	↑	A	Vacancy (substantive only)	G ↓ tbc
Service Support Costs	A	↔	G	Performance Improvement Plan	R	↑	G	Turnover (12 month average)	G ↓ tbc
External Income	G	↔	G	SLA Activity (Month 1)				Sickness Absence (12 month average)	G ↑ tbc
				A&E Attendances	A	↓	G	Agency Expenditure	R ↓ tbc
				Spell Activity	A	↓	G	Overtime/Excess Hours Expenditure (cumulative)	G ↓ tbc
				Outpatient Activity	G	↔	G	Bank (NHSP) plus As & when FTE	R ↓ tbc
				ICU and HDU Bed Day Usage	R	↓	G	Agency FTE	R ↓ tbc
				SLA Income (Month 1)	R	↓	A	Overtime/Excess Hours FTE	R ↓ tbc
Information Management and Technology			Foundation Trust Indicators			Estates			
	current	fye		current	fye		current	fye	
Data Quality				Financial Risk Rating	A ↓ A		Maintenance requests/defects outstanding	tbc	
Preparedness for 5-day turnaround	A		tbc	EBITDA Margin	A ↓ tbc				
Timeliness and completeness of Data	G		tbc	EBITDA % Achieved	G ↔ tbc				
				Return on Assets	A ↓ tbc				
				Income and Expenditure Surplus Margin	R ↓ tbc				
				Liquid Ratio (days)	A ↔ tbc				
				Service Performance Aggregate Score	A ↑ G				
Key									
On target	G	To be confirmed		tbc	On the Corporate Risk Register			(r)	
Of concern	A	Current performance		current	Improving / no change / deteriorating performance			↑ ↔ ↓	
Action required	R	Forecast year end prediction		fye					

Quarterly and Annual - Quarter 4 2007/2008

Hospital of Choice				Clinical Quality				Productivity Indicators			
		current	fye			current	fye			current	fye
National Patient Surveys		tbd		Annual Healthcheck (2006/2007)				to be developed			
				Quality of Services	G	↑	G				
Market Share				Use of Resources	A	↑	G				
	GP Referrals	G	↔	G							
	Tertiary Referrals	G	↔	G							
	Other Referrals	G	↔	G							
	Conversion Rates	G	↔	G							
Cardiac Waits				Hospital Environment (PEAT)		A		G			
				Hospital Food (PEAT)		G		G			
				Privacy and Dignity (PEAT)		G		G			
	Thrombolysis - Call to Needle	A	↑	A							
Excellent Employer				Financial Position				Clinical Research and Development			
		current	fye			current	fye			current	fye
Staff Surveys		G		ALE (annual Auditors Local Evaluation)		A		G	Research Funding		
				SLA Income		G		G	Transition Funding		G ↔ G
				Efficiency Savings		A		G	Service Support Costs		G ↔ G
				Stranded Costs		G		G	Commercial Income		G ↑ G
				Contribution Analysis		G		G	Grant Income		G ↑ G
				Historic Debt		G		G	Project and Programme Grants		G ↑ A
				Capital Programme		G		G	Technology and Platform Funding		G ↔ G
									R&D Annual Report		G ↔ G
									Wellcome Trust Annual Report		G ↔ G
									Research Governance		
									MHRA		G ↔ G
Education and Training				Information Management and Technology				Estates			
		current	fye			current	fye			current	fye
Staff Appraisals and PDPs		A	↑	G				Energy consumptions/reductions		tbc	tbc
Mandatory Training - percentage compliance		A	↑	G				Gas		tbc	tbc
				IT Projects (progress against milestones)		A		tbc	Electricity		tbc
				Data Quality					Space efficiency		tbc
	Education Plans	G	↔	G				G	tbc	tbc	
	External Accrediation Visits	G	↔	G				G	tbc	tbc	
	Effective use of Education Budgets							G	tbc	tbc	
	SIFT	G	↔	G				G	tbc	tbc	
	NESC	G	↔	G				G	tbc	tbc	
	Internal	G	↔	G				G	tbc	tbc	
	Evaluation of Clinical Placements	G	↔	G				G	tbc	tbc	
									Number/cost of projects over £250k completed		tbc
									Number/value of post project evaluations completed (over £1m)		tbc

Key											
On target	G			To be confirmed	tbc			On the Corporate Risk Register			(r)
Of concern	A			Current performance	current			Improving / no change / deteriorating performance			↑ ↔ ↓
Action required	R			Forecast year end prediction	fye						

Tolerances				Performance				Monthly Trend												Quarterly Trend						
On target	Of concern	Action required	Foundation Trust Weighting Score	Target	Year to Date	FT Score	Predicted year end	Sep-07	Oct-07	Nov-07	Dec-07	Jan-08	Feb-08	Mar-08	Apr-08	May-08	Jun-08	Jul-08	Aug-08	2007/08 Qtr 4	2008/09 Qtr 1	2008/09 Qtr 2	2008/09 Qtr 3	2008/09 Qtr 4		
G	A	R		Hospital of Choice - National reporting, also indicators proposed by the Healthcare Commission for 2008/09																						
>=98%	97.5% - 98%	<97.5%	0.5	A&E	% patients spending less than 4 hours in A&E	98%	97.7%	A	0	G	97.4%	97.6%	96.6%	96.4%	95.4%	98.5%	96.7%	96.5%	98.9%						96.8%	
>98%	97 - <98%	<98%	0.5	Patient Focus and Access	Urgent GP referrals seen in 2 weeks	100%	99.6%	G	0	G	100.0%	99.7%	99.8%	96.5%	95.1%	100.0%	98.7%	99.8%	99.3%						97.9%	
98%	95 - <98%	<95%	1.0		Cancer	Cancer treatments started within 31 days of decision to treat	98%	98.9%	G	0	G	100.0%	100.0%	97.0%	98.1%	95.9%	97.9%	98.6%	98.4%	99.5%						tbtc
>94.5%	90 - 94.4%	<92%	1.0		Cancer	Cancer treatments started within 62 days of urgent GP referral	95%	tbtc	A	0	G	94.5%	97.1%	96.6%	96.3%	94.4%	96.6%	98.9%	95.1%	91.9%						tbtc
>ytd trajectory & >85%	>=ytd trajectory & <85%	<ytd trajectory	1.0		18 weeks	% admitted patients within 18 weeks in month	74%	78.2%	A	0	G	19.6%	20.9%	32.0%	43.9%	42.9%	68.0%	76.59%	75.6%	78.2%						76.59%
>ytd trajectory	>=ytd trajectory	<ytd trajectory	1.0	18 weeks	% non-admitted patients within 18 weeks in month	91%	94.9%	G	0	G	55.5%	50.1%	47.7%	54.1%	57.4%	84.9%	90.98%	91.3%	94.9%						90.98%	
<3.5%	3.5% - <=5%	>5%	1.0	DToC	Delayed transfers of care - weekly average	<3.5%	4.5%	A	1.0	A	3.7%	2.9%	3.2%	2.3%	4.7%	6.0%	4.3%	4.1%	5.0%						5.1%	
68%	38 - 67%	<38%	0.5	Clinical Quality	Cardiac	Call to needle time for thrombolysis - % <60 mins	68%	tbtc		0.5															48%	
>80%	60-79%	<60%	0.4	Health and Well Being	Ethnic information	Ethnic coding of admitted patients	>80%	79.1%	A	0.4	G	81.6%	81.8%	80.1%	79.6%	78.5%	tbtc	tbtc	79.22%	78.9%					tbtc	
				New National Targets																						
<4 ytd 0 in mth	>=5 ytd	>5 ytd >0 in mth	0.4	May have been overtaken by other targets, eg access times overtaken by 18 weeks, or the emphasis may have moved to local setting of plans. To be confirmed	Access	Outpatients waiting >13 weeks (GP/GDP ref only)	0	0	G	0	G	0	0	0	0	0	0	0	0						0	
<3 ytd 0 in mth	>=4 ytd >0 in mth	>4 ytd >0 in mth	0.4		Access	Inpatients waiting >26 weeks	0	0	G	0	G	0	0	0	0	0	0	0	0	0						0
<4 ytd 0 in mth	>=5 ytd	>5 ytd >0 in mth	0.4		Access	Patients waiting >6 weeks for diagnostics	0	1	G	0	G	229	101	168	213	306	148	89	209	1						
>=98%	97.5% - 98%	<97.5%	0.4		Cardiac access	% seen within 2 weeks for rapid access chest pain	100%	79.5%	R	0.4	A	100%	100%	100%	100%	100%	100%	100%	62%	93.5%					100%	
<1 in yr	>=1	>1	0.4		Cardiac access	Patients waiting >13 weeks for revascularisation	0	0	G	0	G	0	0	0	0	0	0	0	0	0						0
<0.8%	0.8 - 1.5%	>1.5%			Cancelled operations	% elective operations cancelled on day of admission	<0.8%	0.93%	A		A	1.23%	1.62%	2.82%	1.06%	1.40%	1.05%	1.19%	1.12%	0.77%						1.10%
<5%	5 - 15%	>15%	0.4		Cancelled operations	% cancellations not readmitted within 28 days	<5%	13.5%	A	0.4	A	3.4%	8.1%	12.7%	60.0%	12.2%	20.0%	20.3%	17.2%	10.3%						15.8%
					Local Targets																					
				Market Share	GP Referrals			G																	G	
					Tertiary Referrals			G																	G	
					Other Referrals			G																	G	
					Conversion Rates			G																	G	
				Foundation Trust																						
<1.0	1.0 - 2.9	>=3.0	9.3	Service Performance Aggregate Score (includes MRSA score from Clinical Quality)			0		A	2.7	G								4.8	2.7						

Southampton University Hospitals NHS Trust
Performance Scorecard for 2008/2009
Productivity

Tolerances		
On target	Of concern	Action required
G	A	R
≤4.2 days	4.2 to 5.0	>5.0 days
≤4.6 days	4.6 to 5.0	>5.0 days
≤0.5 days	0.5 to 0.6	>0.6 days
0	1 to 10	>11
≥20%	15% to 20%	<15%
≥75%	65% to 75%	≤65%
≥75%	65% to 75%	≤65%
>50%	45% to 50%	<45%
≤ 2.0	2 to 2.5	>2.5
<7.6%	7.6 to 10%	>10%
≥90%	85% to 90%	<85%

Performance		
Target	Year to Date	Predicted year end

Monthly Trend											
Sep-07	Oct-07	Nov-07	Dec-07	Jan-08	Feb-08	Mar-08	Apr-08	May-08	Jun-08	Jul-08	Aug-08

Productivity

Length of Stay	Elective	tbc	4.9	A	G
	Non-elective	tbc	4.7	A	G
	Pre-operative (elective)	0.5 days	0.36	G	G
Medical Outliers		0	tbc	A	G
Pre-11am Discharges		20%	16.6%	A	A
Day Case Rates	Overall	75%	68.1%	A	G
	Basket	75%	77.9%	G	G
	Trolley	50%	75.8%	G	G
New to Follow up Outpatient Rate		tbc	2.1	A	G
Outpatient DNA Rate		7.6%	8.5%	A	A
Theatres	Percentage Utilisation	90%	tbc	R	G
	Operations Performed (average per working day)	tbc	tbc	R	G

4.5	4.8	4.4	5.0	4.6	4.4	5.3	4.8	5.0			
4.4	4.5	4.8	4.4	5.1	4.9	4.7	4.9	4.5			
0.59	0.54	0.51	0.54	0.55	0.48	0.54	0.41	0.31			
tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc			
16.3%	18.5%	18.6%	16.7%	17.2%	17.6%	15.5%	16.3%	16.9%			
65.8%	67.6%	69.2%	69.9%	67.6%	67.3%	66.9%	68.5%	67.7%			
78.2%	80.7%	80.7%	81.9%	75.4%	74.9%	76.8%	77.9%	78.0%			
62.7%	74.4%	71.9%	65.7%	68.5%	70.3%	76.0%	77.0%	74.7%			
2.0	2.1	2.1	2.0	2.2	2.2	2.1	2.1	2.0			
8.7%	8.6%	8.3%	9.0%	9.4%	7.8%	8.43%	8.30%	8.73%			
88%	89%	86%	85%	83%	to be confirmed						
160	157	157	164	150							

Southampton University Hospitals NHS Trust
Performance Scorecard for 2008/2009
Information Management and Technology

Tolerances			Performance			Monthly Trend					Quarterly Trend									
On target	Of concern	Action required	Target	Current	Predicted Year End	Apr-08	May-08	Jun-08	Jul-08	Aug-08	2007/08 Qtr 4	2008/09 Qtr 1	2008/09 Qtr 2	2008/09 Qtr 3	2008/09 Qtr 4					
G	A	R	Information Management and Technology																	
			IT Projects (progress against milestones)			tbc	A	tbc							A					
			Data Quality	Annual Audit Commission PBR Audit	tbc	G	tbc													
				Preparedness for 5-day Turnaround	tbc	A	tbc	A												
				Timeliness and Completeness of Data	tbc	G	tbc	G												
			Information Governance			tbc	G	tbc												
>=99%	96%-99%	<=95%	Core System Reliability	Aggregate Score	99%	G	tbc								G					
				Pathology	tbc	G	tbc								G					
				Radiology (CRIS)	tbc	G	tbc								G					
				Radiology (PACS)	tbc	G	tbc								G					
				Emergency Department	tbc	G	tbc								G					
				PAS	tbc	G	tbc								G					
				Equest	tbc	A	tbc								A					
				Network	tbc	G	tbc								G					
				SLAM	tbc	G	tbc								G					
				Casemix	tbc	G	tbc								G					
			PCT Web	tbc	G	tbc								G						

Southampton University Hospitals NHS Trust
Performance Scorecard for 2008/2009
Education and Training

Tolerances		
On target	Of concern	Action required
G	A	R
75% to 100%	50% to 74%	<50%
75% to 100%	50% to 74%	<50%

		Performance		
		Target	Current	Predicted year end
Education and Training				
Staff Appraisals and PDPs		100%	A	
Mandatory Training - percentage compliance	Fire Safety	100%	A	
	Moving and Handling	100%	A	
	Infection Control	100%	A	
	Basic Life Support	100%	A	
	Equipment Training	100%	A	
	Child Protection	100%	A	
	Induction	100%	G	
Education Plans		100%	G	
External Accreditation Visits		Good	G	
Effective use of Education Budgets	SIFT	Good	G	
	NESC (NHS Education South Central)	Good	G	
	Internal	Good	G	
Evaluation of Clinical Placements		Good	G	

Quarterly Trend				
2007/08 Qtr 4	2008/09 Qtr 1	2008/09 Qtr 2	2008/09 Qtr 3	2008/09 Qtr 4
A				
A				
A				
A				
A				
A				
G				
G				
G				
G				
G				
G				

Please note that Division 5 is not included in this assessment due to data quality concerns. This is being addressed with the Division and will be picked up at performance meetings

SOUTHAMPTON UNIVERSITY HOSPITALS NHS TRUST

Foundation Trust KPI's and risk rating calculation and modelling based on Month 2 (May) CMR results

Section A - Financial Risk Rating (before the application of over riding rules)

A	B	C	D	E
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Metric/ KPI	Criteria	Actual	Rating	RAG
EBITDA margin	Underlying Performance	6.3%	3	A
EBITDA, % achieved	Achievement of Plan	92%	4	G
ROA	Financial Efficiency	3.1%	3	A
I&E surplus margin	Financial Efficiency	0.4%	2	R
Liquid ratio (Days)	Liquidity	24.3	3	A

Weighted Average Rating	2.90	R
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Financial Criteria

Underlying Performance	3
Achievement of Plan	4
Financial Efficiency	3
Liquidity	3

Section B - Overriding rules

Lowest ranked metric a '1'?	NO	
One financial criteria '1' or '2'	NO	
Two financial criteria '1' or '2'	NO	
Two financial criteria at '1'	NO	
PBC breached	NO	
Less than 1 year as an FT	YES	4

Overriding rules rating	4
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Overall Rating	3	A
Forecast Year End	A	

F	G	H	I	J	K
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Weight	Risk Ratings (where 5 = lowest risk):				
	5	4	3	2	1
25%	11%	9%	5%	1%	<1%
10%	100%	85%	70%	50%	<50%
20%	6%	5%	3%	-2%	< -2%
20%	3%	2%	1%	-2%	< -2%
25%	35	25	15	10	<10

Rating Table (Max rating if overriding rule is triggered)

2
3
2
1
2
4

Southampton University Hospitals NHS Trust
 Performance Scorecard for 2008/2009
 Excellent Employer

Tolerances			Performance				Monthly Trend											
On target	Of concern	Action required	Target	Average (YTD, excludes Staff in post and SIP % fill rate and vacancy)	Predicted year end	Sep-07	Oct-07	Nov-07	Dec-07	Jan-08	Feb-08	Mar-08	Apr-08	May-08	Jun-08	Jul-08	Aug-08	
G	A	R	Excellent Employer															
3%	6%	9%	AWL (WTE) Total Incl Temps target is budget May 08	6769	6953	G	6271	6398	6401	6405	6441	6487	6522	6542	6953			
3%	6%	9%	Staff in Post (percentage fill rate)	100.0%	102.70%	G	94.54%	96.46%	96.10%	96.10%	96.50%	97.16%	97.90%	104.80%	102.70%			
5%	10%	15%	Vacancy substantive only	0.0%	3.2%	G	5.46%	3.54%	3.90%	3.90%	3.50%	2.84%	2.10%	0.00%	3.19%			
5%	10%	15%	Turnover (12 month average)	19.3%	19.2%	G	20.50%	19.06%	19.80%	19.60%	19.46%	18.45%	19.00%	17.59%	18.82%			
5%	10%	15%	Sickness Absence (12 month average)	4.3%	4.4%	G	4.70%	4.87%	5.00%	5.01%	5.17%	4.22%	4.20%	3.81%	3.44%			
5%	10%	15%	Agency Expenditure (cumulative)	£780,000	£1,863,767	R	£ 916,000	£ 777,000	£ 695,000	£ 1,277,000	£ 797,000	£ 998,000	£ 1,492,000	£ 755,767	£ 1,108,000			
5%	10%	15%	Overtime/Excess Hours Expenditure (cumulative)	£0	£1,019,051	G	£ 373,742	£ 416,766	£ 441,457	£ 386,984	£ 396,195	£ 414,141	£ 475,230	£ 560,453	£ 458,598			
			Staff Surveys (annual)	60%														
			Diversity (quarterly)	quarterly														
5%	10%	15%	Bank (NHSP) plus As & when FTE (current month)	0	128	R	103.14	113.92	102.01	99.14	127.18	135.99	155	143	128			
5%	10%	15%	Agency FTE (current month)	0	93	R	188.07	144.77	135.13	149.22	101.59	89.69	92.03	107.70	93.26			
5%	10%	15%	Overtime/Excess Hours FTE (current month)	0	180	R	132.44	141.30	143.10	122.76	129.37	147.90	155.77	198.05	179.55			