

## Supplementary 5 - Making Data Count Powerpoint (2)



# Making data count

– the why, the how and the experience so far

6<sup>th</sup> July 2018

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collaboration

trust

respect

innovation

courage

compassion

# Where are we now?

## Appendix 1 - Single Oversight Framework (Index 1)

ID	Measure	Unit	Target	Current	Delta	Trend	Risk	Status	Notes
RTT Incomplete pathways wait (25%)	Target	25.0%	25.0%	25.0%	0.0%	0.0%	0.0%	0.0%	
	Current	25.0%	25.0%	25.0%	0.0%	0.0%	0.0%	0.0%	
	Delta	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Status	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
RTT Incomplete pathways wait (Median)	Target	25.0%	25.0%	25.0%	0.0%	0.0%	0.0%	0.0%	
	Current	25.0%	25.0%	25.0%	0.0%	0.0%	0.0%	0.0%	
	Delta	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Status	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
RTT Incomplete pathways wait (25th percentile)	Target	25.0%	25.0%	25.0%	0.0%	0.0%	0.0%	0.0%	
	Current	25.0%	25.0%	25.0%	0.0%	0.0%	0.0%	0.0%	
	Delta	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Status	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
RTT Incomplete pathways <52 week wait	Target	52.0%	52.0%	52.0%	0.0%	0.0%	0.0%	0.0%	
	Current	52.0%	52.0%	52.0%	0.0%	0.0%	0.0%	0.0%	
	Delta	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Status	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Emergency Care 4hr standard	Target	4.0%	4.0%	4.0%	0.0%	0.0%	0.0%	0.0%	
	Current	4.0%	4.0%	4.0%	0.0%	0.0%	0.0%	0.0%	
	Delta	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Status	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
ABC Time to initial Assessment: Ambulance arrival (25th percentile) - Type 1	Target	25.0%	25.0%	25.0%	0.0%	0.0%	0.0%	0.0%	
	Current	25.0%	25.0%	25.0%	0.0%	0.0%	0.0%	0.0%	
	Delta	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Status	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
ABC Time to initial Treatment (Median) - Type 1	Target	25.0%	25.0%	25.0%	0.0%	0.0%	0.0%	0.0%	
	Current	25.0%	25.0%	25.0%	0.0%	0.0%	0.0%	0.0%	
	Delta	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Status	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
ABC unplanned return within 7 days - Type 1	Target	7.0%	7.0%	7.0%	0.0%	0.0%	0.0%	0.0%	
	Current	7.0%	7.0%	7.0%	0.0%	0.0%	0.0%	0.0%	
	Delta	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Status	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
ABC left without being seen - Type 1	Target	1.0%	1.0%	1.0%	0.0%	0.0%	0.0%	0.0%	
	Current	1.0%	1.0%	1.0%	0.0%	0.0%	0.0%	0.0%	
	Delta	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Status	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
ABC Time to departure (25th percentile) - Type 1**	Target	25.0%	25.0%	25.0%	0.0%	0.0%	0.0%	0.0%	
	Current	25.0%	25.0%	25.0%	0.0%	0.0%	0.0%	0.0%	
	Delta	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Status	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Number of ambulance handovers between ambulance and A&E waiting more than 30 minutes	Target	30.0%	30.0%	30.0%	0.0%	0.0%	0.0%	0.0%	
	Current	30.0%	30.0%	30.0%	0.0%	0.0%	0.0%	0.0%	
	Delta	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Status	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Number of ambulance handovers between ambulance and A&E waiting more than 90 minutes	Target	90.0%	90.0%	90.0%	0.0%	0.0%	0.0%	0.0%	
	Current	90.0%	90.0%	90.0%	0.0%	0.0%	0.0%	0.0%	
	Delta	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Status	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
ABC 12-hour Trolley wait - Type 1	Target	12.0%	12.0%	12.0%	0.0%	0.0%	0.0%	0.0%	
	Current	12.0%	12.0%	12.0%	0.0%	0.0%	0.0%	0.0%	
	Delta	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Status	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
New Cancer 31 days subsequent Treatment (Drug Therapy)	Target	31.0%	31.0%	31.0%	0.0%	0.0%	0.0%	0.0%	
	Current	31.0%	31.0%	31.0%	0.0%	0.0%	0.0%	0.0%	
	Delta	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Status	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
New Cancer 31 days subsequent Treatment (Surgery)	Target	31.0%	31.0%	31.0%	0.0%	0.0%	0.0%	0.0%	
	Current	31.0%	31.0%	31.0%	0.0%	0.0%	0.0%	0.0%	
	Delta	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Status	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
New Cancer 62 days (consultant upgrade)	Target	62.0%	62.0%	62.0%	0.0%	0.0%	0.0%	0.0%	
	Current	62.0%	62.0%	62.0%	0.0%	0.0%	0.0%	0.0%	
	Delta	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Status	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
New Cancer 62 days (screening)	Target	62.0%	62.0%	62.0%	0.0%	0.0%	0.0%	0.0%	
	Current	62.0%	62.0%	62.0%	0.0%	0.0%	0.0%	0.0%	
	Delta	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Status	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
New Cancer GP 62 Day (New Rules)	Target	62.0%	62.0%	62.0%	0.0%	0.0%	0.0%	0.0%	
	Current	62.0%	62.0%	62.0%	0.0%	0.0%	0.0%	0.0%	
	Delta	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Status	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
New Cancer 62 Day (New Rules)	Target	62.0%	62.0%	62.0%	0.0%	0.0%	0.0%	0.0%	
	Current	62.0%	62.0%	62.0%	0.0%	0.0%	0.0%	0.0%	
	Delta	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Status	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
New Cancer Two week Rule (New Rules)	Target	2.0%	2.0%	2.0%	0.0%	0.0%	0.0%	0.0%	
	Current	2.0%	2.0%	2.0%	0.0%	0.0%	0.0%	0.0%	
	Delta	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Status	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Diagnosed Symptomatic Two week Rule (New Rules)	Target	2.0%	2.0%	2.0%	0.0%	0.0%	0.0%	0.0%	
	Current	2.0%	2.0%	2.0%	0.0%	0.0%	0.0%	0.0%	
	Delta	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Status	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	

\*Data collection validation and monitoring process from data collection on 14/07/2017 with amendments to May 2018  
 \*\*Standard metric

## Appendix 1

## Safety &amp; Quality Dashboard

Mar 2018

ID	Measure	Indicator	Previous Period	Previous Value	Latest Period	Latest Value	Difference	Trendline	Target	2023/24 Target	2023/24 Average
SAFE	Patient Safety: Death Rate (Unplanned)	Unplanned Mortality	January 2018	1.1%	February 2018	1.0%	-0.1%	▲	1.0%	0.9%	0.9%
	Patient Safety: Death Rate (Planned)	Planned Mortality	January 2018	1.1%	February 2018	1.0%	-0.1%	▲	1.0%	0.9%	0.9%
	Patient Safety: Death Rate (Total)	Total Mortality	January 2018	1.1%	February 2018	1.0%	-0.1%	▲	1.0%	0.9%	0.9%
	Patient Safety: Death Rate (Unplanned)	Unplanned Mortality	January 2018	1.1%	February 2018	1.0%	-0.1%	▲	1.0%	0.9%	0.9%
	Patient Safety: Death Rate (Planned)	Planned Mortality	January 2018	1.1%	February 2018	1.0%	-0.1%	▲	1.0%	0.9%	0.9%
	Patient Safety: Death Rate (Total)	Total Mortality	January 2018	1.1%	February 2018	1.0%	-0.1%	▲	1.0%	0.9%	0.9%
	Patient Safety: Death Rate (Unplanned)	Unplanned Mortality	January 2018	1.1%	February 2018	1.0%	-0.1%	▲	1.0%	0.9%	0.9%
	Patient Safety: Death Rate (Planned)	Planned Mortality	January 2018	1.1%	February 2018	1.0%	-0.1%	▲	1.0%	0.9%	0.9%
	Patient Safety: Death Rate (Total)	Total Mortality	January 2018	1.1%	February 2018	1.0%	-0.1%	▲	1.0%	0.9%	0.9%
	Patient Safety: Death Rate (Unplanned)	Unplanned Mortality	January 2018	1.1%	February 2018	1.0%	-0.1%	▲	1.0%	0.9%	0.9%
CARING	Patient Safety: Death Rate (Unplanned)	Unplanned Mortality	January 2018	1.1%	February 2018	1.0%	-0.1%	▲	1.0%	0.9%	0.9%
	Patient Safety: Death Rate (Planned)	Planned Mortality	January 2018	1.1%	February 2018	1.0%	-0.1%	▲	1.0%	0.9%	0.9%
	Patient Safety: Death Rate (Total)	Total Mortality	January 2018	1.1%	February 2018	1.0%	-0.1%	▲	1.0%	0.9%	0.9%
	Patient Safety: Death Rate (Unplanned)	Unplanned Mortality	January 2018	1.1%	February 2018	1.0%	-0.1%	▲	1.0%	0.9%	0.9%
	Patient Safety: Death Rate (Planned)	Planned Mortality	January 2018	1.1%	February 2018	1.0%	-0.1%	▲	1.0%	0.9%	0.9%
	Patient Safety: Death Rate (Total)	Total Mortality	January 2018	1.1%	February 2018	1.0%	-0.1%	▲	1.0%	0.9%	0.9%
	Patient Safety: Death Rate (Unplanned)	Unplanned Mortality	January 2018	1.1%	February 2018	1.0%	-0.1%	▲	1.0%	0.9%	0.9%
	Patient Safety: Death Rate (Planned)	Planned Mortality	January 2018	1.1%	February 2018	1.0%	-0.1%	▲	1.0%	0.9%	0.9%
	Patient Safety: Death Rate (Total)	Total Mortality	January 2018	1.1%	February 2018	1.0%	-0.1%	▲	1.0%	0.9%	0.9%
	Patient Safety: Death Rate (Unplanned)	Unplanned Mortality	January 2018	1.1%	February 2018	1.0%	-0.1%	▲	1.0%	0.9%	0.9%
EFFECTIVE	Patient Safety: Death Rate (Unplanned)	Unplanned Mortality	January 2018	1.1%	February 2018	1.0%	-0.1%	▲	1.0%	0.9%	0.9%
	Patient Safety: Death Rate (Planned)	Planned Mortality	January 2018	1.1%	February 2018	1.0%	-0.1%	▲	1.0%	0.9%	0.9%
	Patient Safety: Death Rate (Total)	Total Mortality	January 2018	1.1%	February 2018	1.0%	-0.1%	▲	1.0%	0.9%	0.9%
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	Patient Safety: Death Rate (Planned)	Planned Mortality	January 2018	1.1%	February 2018	1.0%	-0.1%	▲	1.0%	0.9%	0.9%
	Patient Safety: Death Rate (Total)	Total Mortality	January 2018	1.1%	February 2018	1.0%	-0.1%	▲	1.0%	0.9%	0.9%
	Patient Safety: Death Rate (Unplanned)	Unplanned Mortality	January 2018	1.1%	February 2018	1.0%	-0.1%	▲	1.0%	0.9%	0.9%
RESPONSIVE	Patient Safety: Death Rate (Unplanned)	Unplanned Mortality	January 2018	1.1%	February 2018	1.0%	-0.1%	▲	1.0%	0.9%	0.9%
	Patient Safety: Death Rate (Planned)	Planned Mortality	January 2018	1.1%	February 2018	1.0%	-0.1%	▲	1.0%	0.9%	0.9%
	Patient Safety: Death Rate (Total)	Total Mortality	January 2018	1.1%	February 2018	1.0%	-0.1%	▲	1.0%	0.9%	0.9%
	Patient Safety: Death Rate (Unplanned)	Unplanned Mortality	January 2018	1.1%	February 2018	1.0%	-0.1%	▲	1.0%	0.9%	0.9%
	Patient Safety: Death Rate (Planned)	Planned Mortality	January 2018	1.1%	February 2018	1.0%	-0.1%	▲	1.0%	0.9%	0.9%
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	Patient Safety: Death Rate (Unplanned)	Unplanned Mortality	January 2018	1.1%	February 2018	1.0%	-0.1%	▲	1.0%	0.9%	0.9%
	Patient Safety: Death Rate (Planned)	Planned Mortality	January 2018	1.1%	February 2018	1.0%	-0.1%	▲	1.0%	0.9%	0.9%
	Patient Safety: Death Rate (Total)	Total Mortality	January 2018	1.1%	February 2018	1.0%	-0.1%	▲	1.0%	0.9%	0.9%
	Patient Safety: Death Rate (Unplanned)	Unplanned Mortality	January 2018	1.1%	February 2018	1.0%	-0.1%	▲	1.0%	0.9%	0.9%
WELL-LED	Patient Safety: Death Rate (Unplanned)	Unplanned Mortality	January 2018	1.1%	February 2018	1.0%	-0.1%	▲	1.0%	0.9%	0.9%
	Patient Safety: Death Rate (Planned)	Planned Mortality	January 2018	1.1%	February 2018	1.0%	-0.1%	▲	1.0%	0.9%	0.9%
	Patient Safety: Death Rate (Total)	Total Mortality	January 2018	1.1%	February 2018	1.0%	-0.1%	▲	1.0%	0.9%	0.9%
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	Patient Safety: Death Rate (Unplanned)	Unplanned Mortality	January 2018	1.1%	February 2018	1.0%	-0.1%	▲	1.0%	0.9%	0.9%

# Where are we now?

Safety & Quality Dashboard		Mar 2018							
CQC Domain	Indicator	Previous Period	Previous Value	Latest Period	Latest Value	Difference	Trend over previous period	Trend - APR 2017 onwards	2017/18 Total
	Emergency Care - Friends and Family Test - Would Recommend	January 2018	93.27%	February 2018	95.73%	2.46%	▲	▲	2017/18 Average
									94.32%



One month trend.....

## Caring

### 7 Family and Friends Test (FFT) (data up to February 2018)

- 7.2 The Trusts 'Would Recommend' for Friends and Family returns increased to 95.76% for February 2018 from 95.36% in January 2018. The percentage of patients who stated they 'Wouldn't Recommend' decreased to 0.85% in February 2018 from 1.07% in January 2018.

Is an increase from 95.36% to 95.76% important or distracting narrative?



# Poll 1

What best describes your current integrated performance for the board :

- Mainly RAG charts
- A mixture of RAG and time series data/spark lines
- Presence of SPC charts

collaboration

trust

respect

innovation

courage

compassion

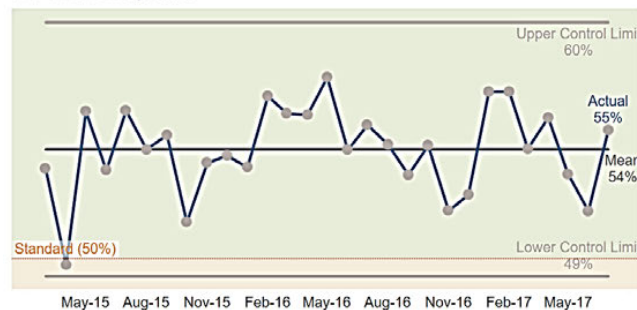


## Improving Access to Psychological Therapies – performance against target

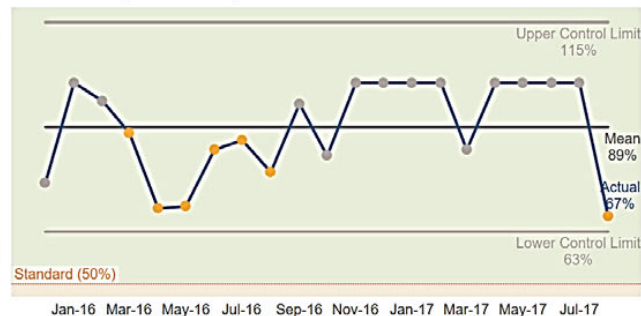
Metric	Target	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17
IAPT Treatment 18 weeks	95%	99.8%	99.5%	99.9%	99.8%	99.4%	99.7%	99.6%	99.7%
IAPT Treatment 6 weeks	75%	86.3%	84.1%	83.3%	80.9%	74.9%	79.5%	81.1%	81.2%
IAPT Recovery Rate	50%	59.3%	57.0%	54.0%	55.3%	53.6%	52.2%	55.3%	54.8%
EIS First Episode Psychosis	50%	100.0%	100.0%	83.0%	62.5%	100.0%	89.5%	100.0%	85.0%


**Improvement**

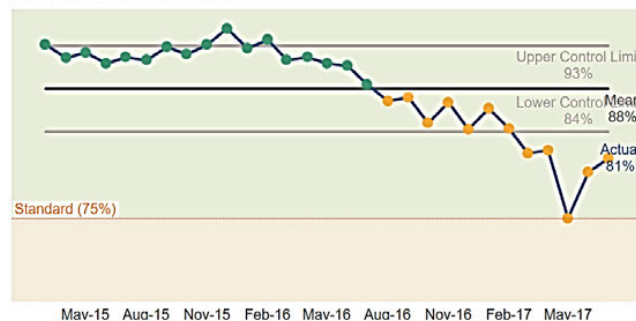
IAPT Recovery Rate



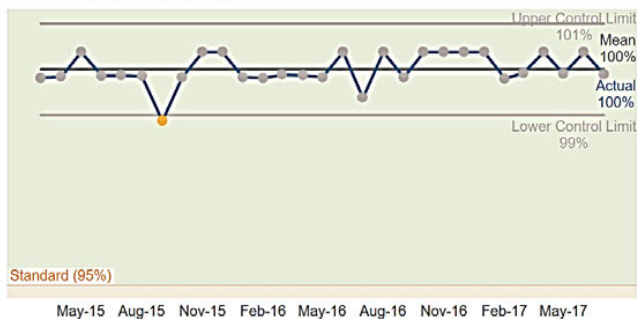
EIS - First Episode Of Psychosis



IAPT Treatment 6 Weeks



IAPT Treatment 18 Weeks

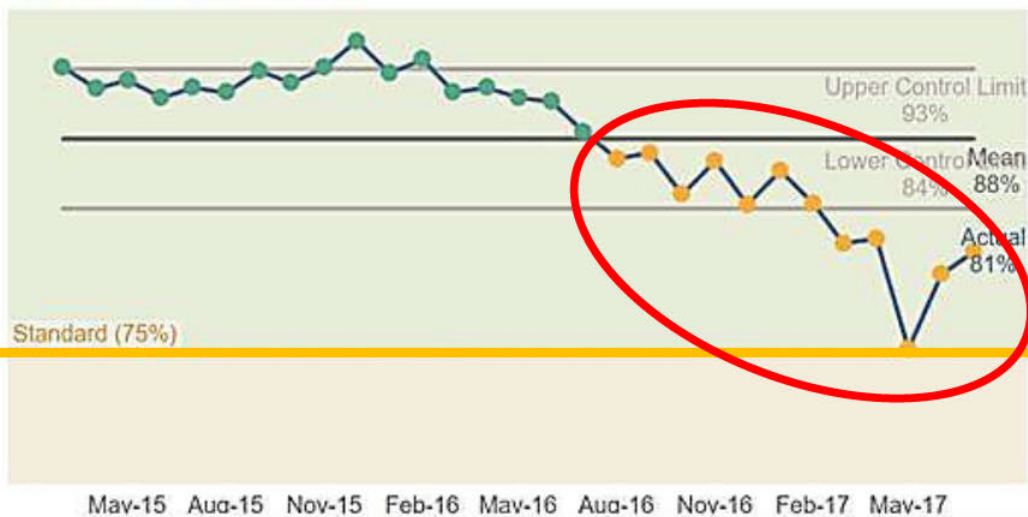




Improvement

# Did green provide true assurance?

IAPT Treatment 6 Weeks



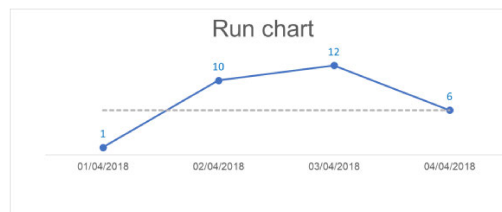
# Scenario



We're going to simulate some **real data** in a healthcare setting

We'll be thinking about **how people react to patterns and trends** in data.

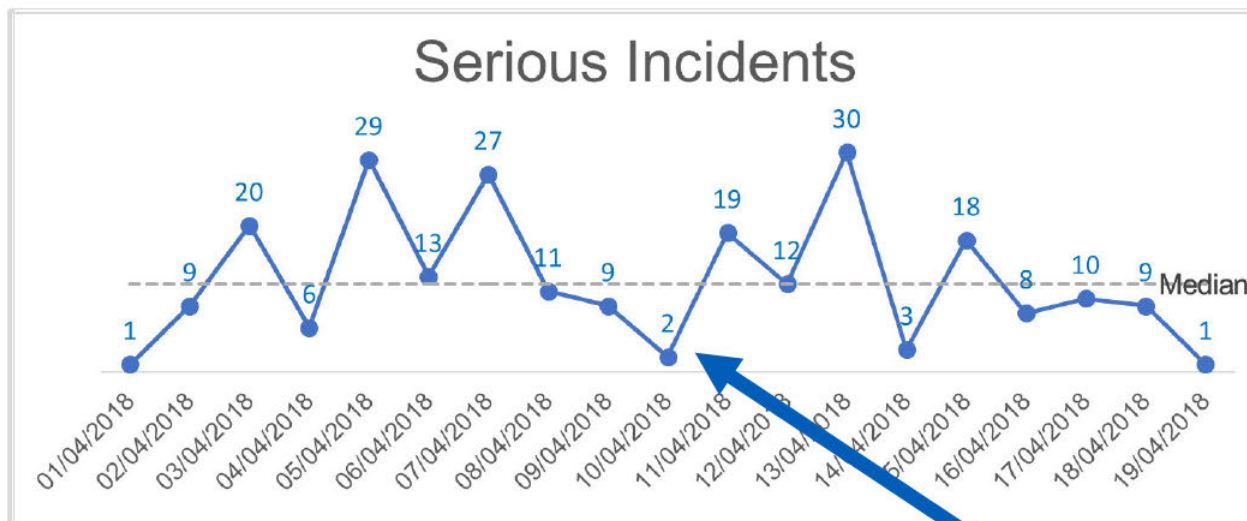
Can you spot an **improvement or decline** when it occurs? We'll begin plotting our data in a **run chart**.





Improvement

# Reducing serious incidents



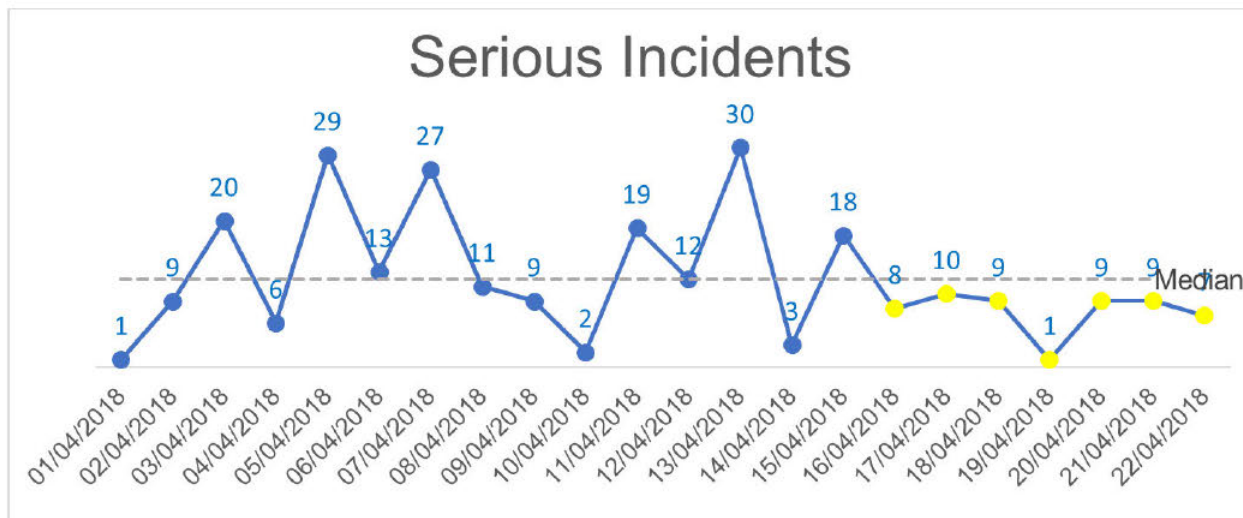
Has the improvement idea been successful?

Are you worried you might have seen this pattern before?



Improvement

# Improvement idea



Now seven days below the baseline median...

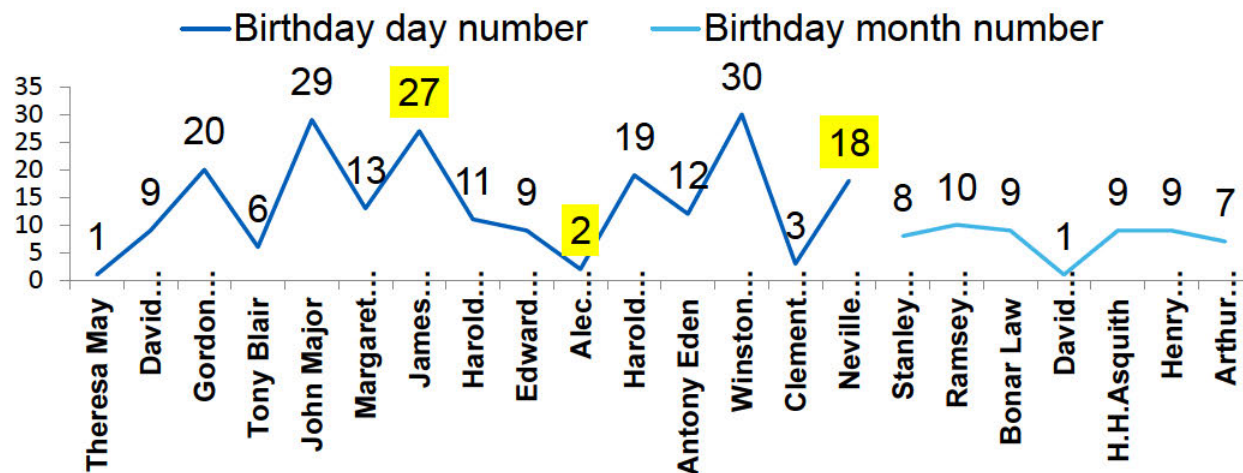
We could go on... when should we recognise a trend?



Improvement

# The data that created this scenario

## Prime ministers birthday's - random variation



Any patterns at these points were randomly generated, then I changed the rules of the scenario....



Improvement

# Anatomy of a SPC chart

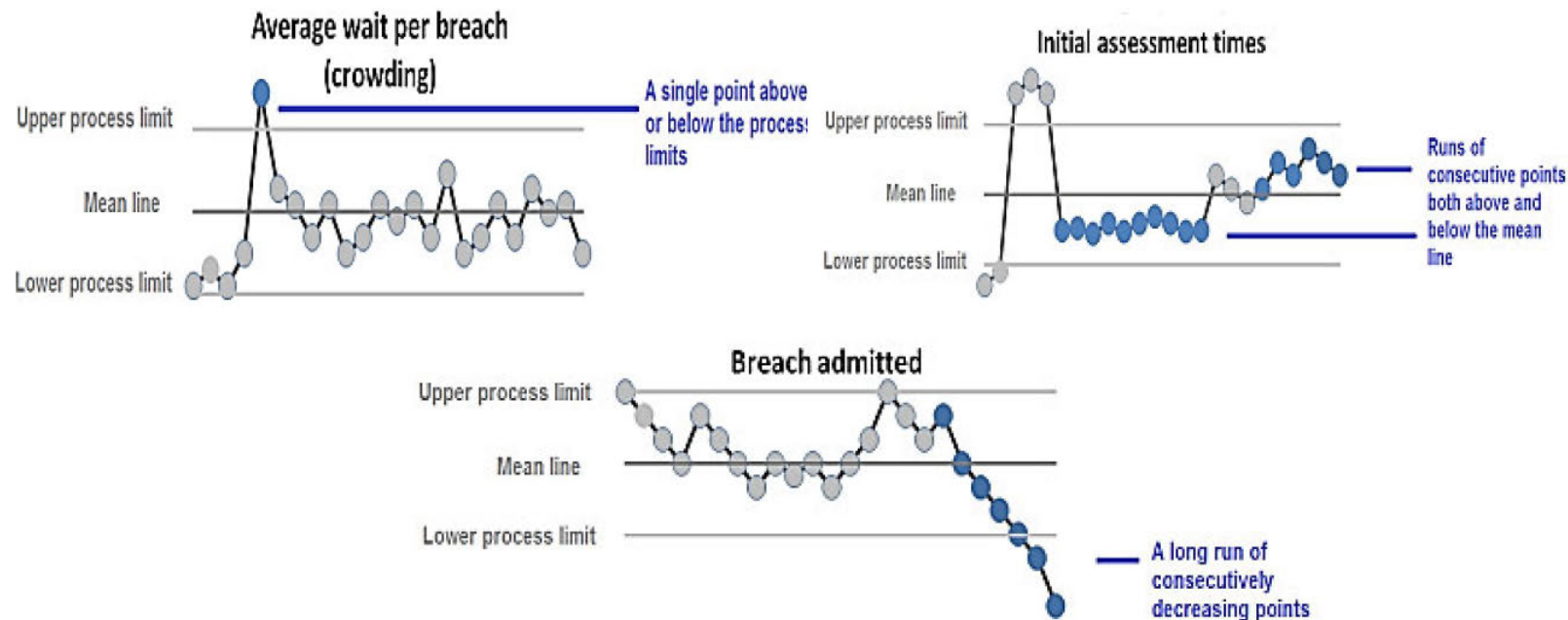
Time series line chart with 3 reference lines

20 plus data points for a robust analysis



≈ 99% of  
data

# SPC rules





Improvement

# Why is 7 significant?

**A trend of 2** has the probability of 25% occurrence (**one in four**)

**A trend of 4** has the probability of 6.25% occurrence (**one in sixteen**)

**A trend of 7** has the probability of 0.8% occurrence (**one in one hundred and twenty-eight**)

20



## CQC – signs of a mature QI approach

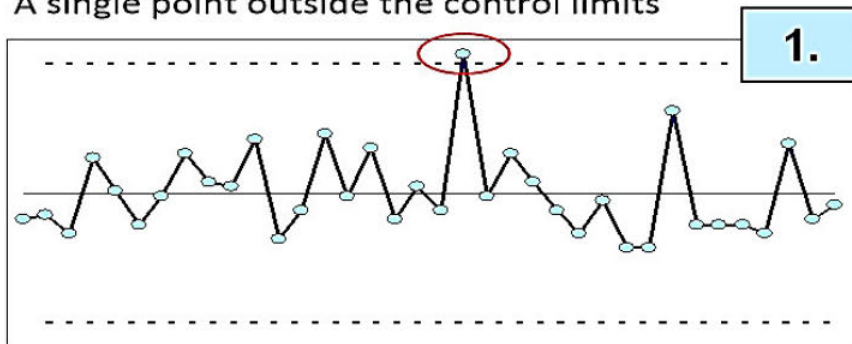
3. The Board looks at data as time series analysis, and makes decisions based on an understanding of variation.<sup>1</sup>

<sup>1</sup> data are presented as run or control charts, instead of bar graphs, pie charts or RAG rated. Narrative analysis describes system quality and performance using terminology of common cause and special cause variation.

[https://www.cqc.org.uk/sites/default/files/20180404\\_9001395\\_briefguide-quality\\_improvement\\_healthcare\\_provider%20v1.pdf](https://www.cqc.org.uk/sites/default/files/20180404_9001395_briefguide-quality_improvement_healthcare_provider%20v1.pdf)

# If there is 'special cause'

A single point outside the control limits



# Unacceptable variation



**Redesign the system**



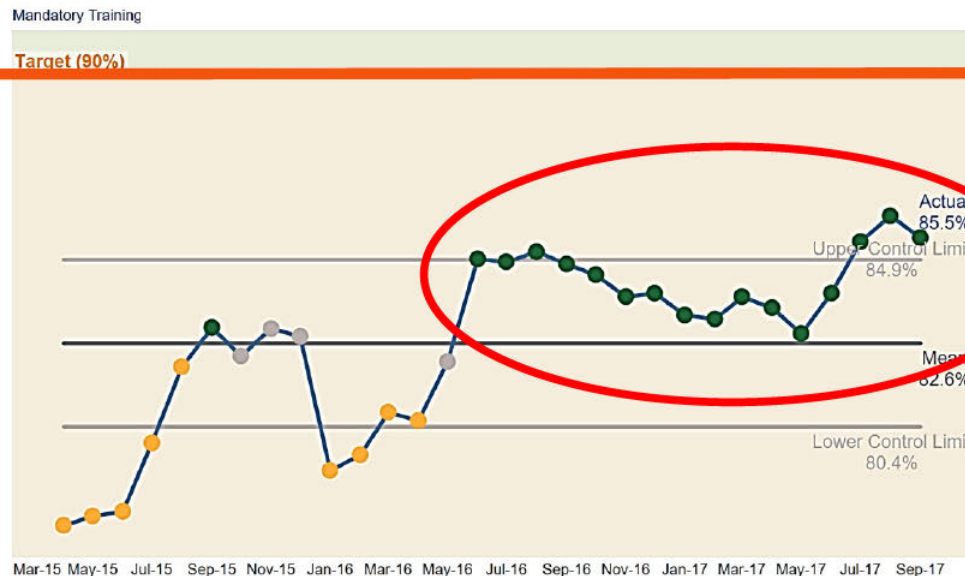
Improvement

# Everything is failing?

										Combined Trust Performance					Trust data 13 months
Domain	Indicator	Jul-17	Aug-17	Sep-17	2017-2018	Jul-17	Aug-17	Sep-17	2017-2018	Jul-17	Aug-17	Sep-17	2017-2018 Q2	2017-2018	Trend charts
Training	Mandatory training compliance (Target: >90%)	85.4%	86.1%	85.5%	84.8%	85.2%	86.5%	85.7%	85.1%	85.4%	86.2%	85.6%	85.7%	84.8%	

# Presentation influences discussion

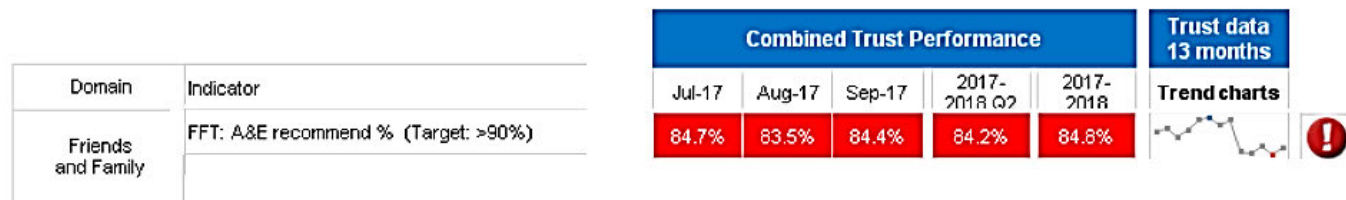
Target



# Are things improving?



## Patient Experience Dashboard



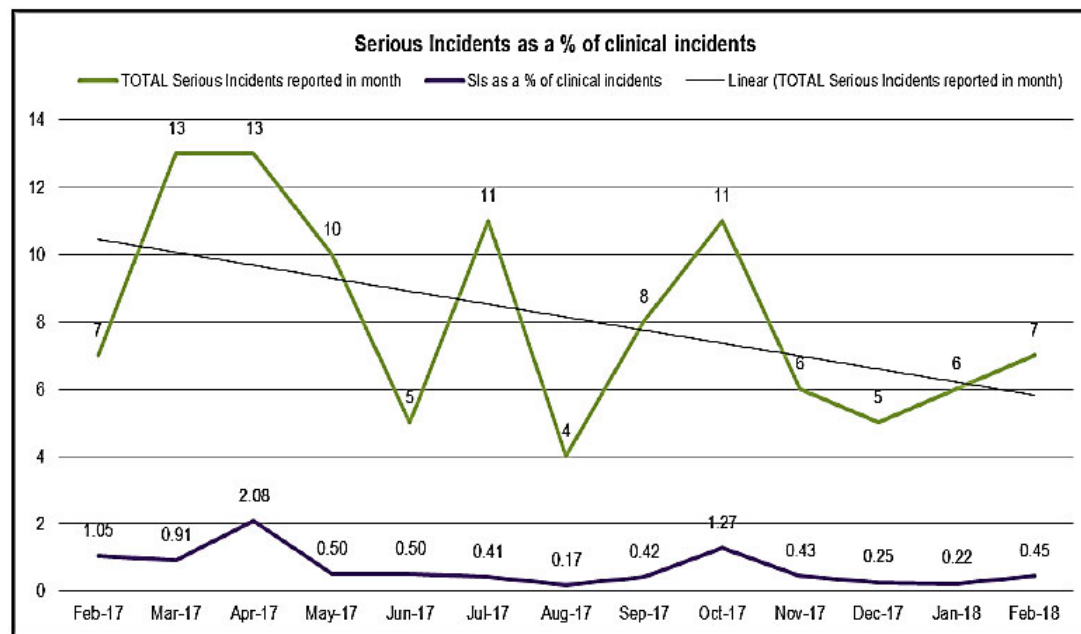
### Friends and Family Test - A&E recommend %

The recommend rate **improved** from the previous month however remains below the 90%.

# SPC changes the narrative



# Serious incidents





## Poll 2

The number of serious incidents occurring is :

- Improving
- Declining
- Staying the same

collaboration

trust

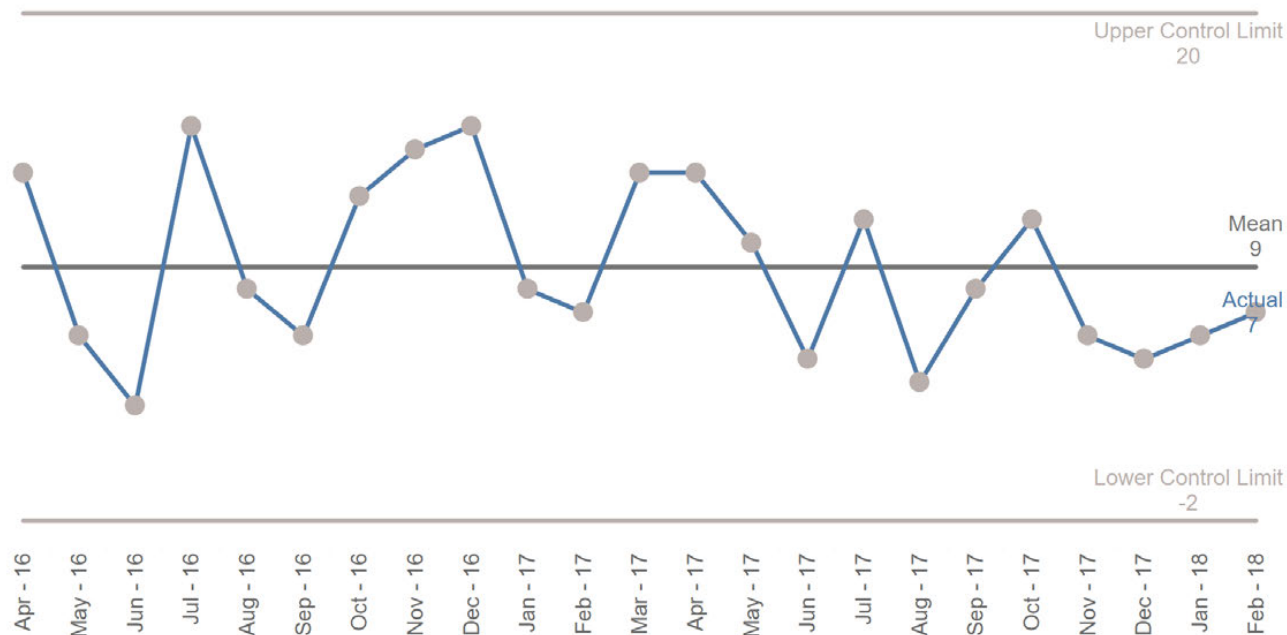
respect

innovation

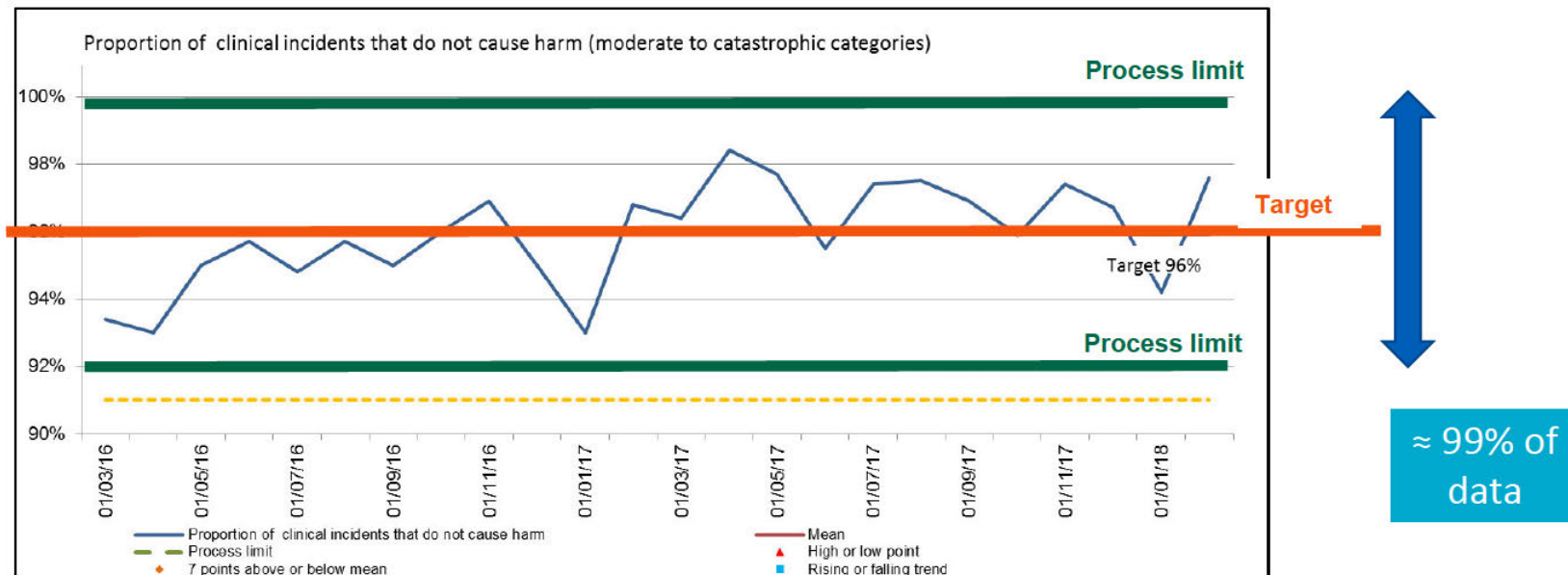
courage

compassion

# Level of variation acceptable?



# Will the target always be achieved? Improvement



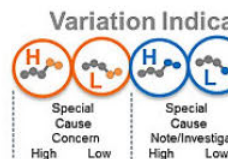


Improvement

# Thinking outside the box

University Hospital NH

A &amp; E 4 hour performance



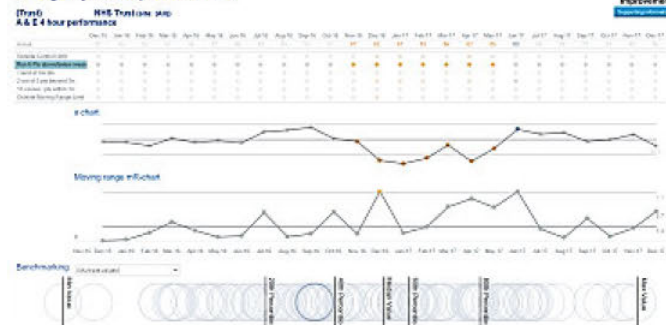
			Target	Mean	Variance	Comment
Arrivals	A & E 4 hour performance	Dec 17	73	96	83	Higher
	Arrivals non ambulance	Nov 17	11,581	10,902	Smaller	This indicator is not expected to be the target and/or sudden change. This indicator is in special cause variation (on the low side of the scale) - investigate to understand the cause.
	Arrivals ambulance	Nov 17	3,191	3,090	Smaller	
	Ambulance handovers over 30mins	Nov 17	67	75	Smaller	This indicator is in special cause variation (on the low side of the scale) - investigate to understand the cause.
Assessment and Treatment	Average Duration (mins) to initial assessment - non Ambulance	Nov 17	23	25	Smaller	This indicator is in special cause variation (on the low side of the scale) - investigate to understand the cause.
	Brought in by ambulance (including helicopter/air ambulance) Average Duration (mins)	Nov 17	16	15	Smaller	
	Average Duration (mins) to treatment - non Ambulance	Nov 17	106	98	Smaller	This indicator is in special cause variation (on the low side of the scale) - investigate to understand the cause.
	Brought in by ambulance (including helicopter/air ambulance) Avg. Duration To Treat...	Nov 17	115	126	Smaller	This indicator is in special cause variation (on the high side of the scale) - investigate to understand the cause.
	Time from treat to departure	Nov 17	196	197	Smaller	
	Average wait per breach - crowding	Nov 17	367	404	Smaller	This indicator is in special cause variation (on the low side of the scale) - investigate to understand the cause.
	% of re-attenders within 7 days	Nov 17	11	10	Smaller	This indicator is in special cause variation (on the high side of the scale) - investigate to understand the cause.
	Breaches	Oct 17	1,547	1,627	Smaller	
	Breach admitted	Oct 17	51	42	Smaller	
	Breach not admitted	Oct 17	49	58	Smaller	
Admissions and Inpatient stay	GP admissions	Oct 17	32	59	Smaller	This indicator is in special cause variation (on the low side of the scale) - investigate to understand the cause.
	AE admissions	Oct 17	1,814	1,676	Smaller	This indicator is in special cause variation (on the high side of the scale) - investigate to understand the cause.
	Conversion rate	Nov 17	21	17	Smaller	This indicator is in special cause variation (on the high side of the scale) - investigate to understand the cause.
	Admissions for avoidable conditions	Oct 17	1,546	312	Smaller	
	Delayed transfers of Care (patients overall)	Oct 17	182	53	Smaller	
	Stranded Patients (number of patients 18 years and over who have been in hospital ov...	Nov 17	51	10	Smaller	
	LOS 80th centile excluding zero LOS	Nov 17	9	15,809	Smaller	This indicator is in special cause variation (on the low side of the scale) - investigate to understand the cause.
	Patients in bed at midnight	Oct 17	16,601	89	Smaller	
	Patients discharged to their Usual Place of Residency	Oct 17	87	19	Smaller	This indicator is in special cause variation (on the low side of the scale) - investigate to understand the cause.
	% discharged over weekend	Nov 17	16	21	Smaller	
Other	Emergency re-admissions within 30 days following an elective or emergency spell at th...	Nov 17	16	228	Smaller	This indicator is in special cause variation (on the low side of the scale) - investigate to understand the cause.
	Staff sickness	Nov 17	214	58	Smaller	
	A&E Scores from Friends and Family Test - % positive	Oct 17	58	94	Higher	
	Inpatient Scores from Friends and Family Test - % positive	Oct 17	94		Higher	

# SPC Appendix

## A&E 4 hour performance (%)

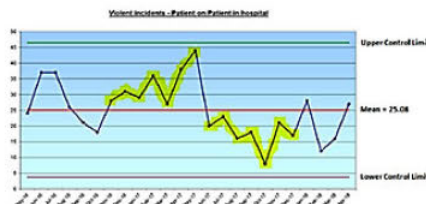


## Emergency flow improvement tool

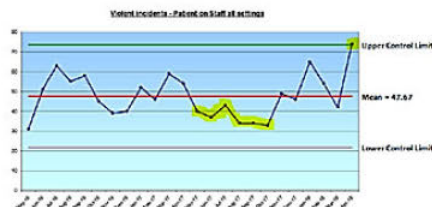


## Supporting contextual commentary

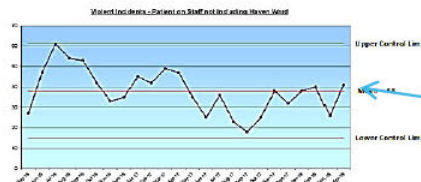
# What is changing?



There were 74 patient on staff violent incidents reported trust wide. SPC analysis shows that this is a special cause variation as it is outside of the predicted range for the number of monthly incidents.

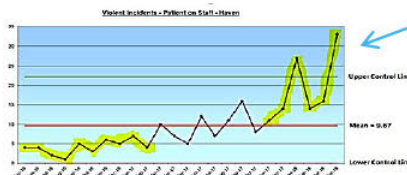


Further analysis shows that both the number of incidents on Haven Ward and Haven incidents as a proportion of total incidents is increasing. When Haven Ward is excluded from the total figures for the Trust the number of incidents is stable and predictable; it will range between 14.87 and 61.13 with a mean of 38.



During April one violent patient on staff incident was a moderate incident on Haven Ward and will be subject to a Serious Incident Investigation. A staff member has since returned to work, following a Section 136 from Police custody. The staff member has since returned to work, well supported by wider team management. The rest were low or no harm incidents. Haven and St Brelades were the top two reporters with Haven reporting 33 incidents and St Brelades 20. SPC analysis for St Brelades shows that April's figure is within predicted range of variation (0 to 21.95). On St Brelades Ward one patient was involved in seven incidents; the same patient was involved in three of the patient on patient incidents as well.

SPC analysis for patient on staff violent incidents on Haven shows that this is special cause variation (part run of 6 above mean).



During April two patients on Haven were involved in 20 incidents. The majority of incidents were caused by three patients who were acutely unwell. The rest of the violence towards staff was one-off incidents by individual patients. Following the weekly incident reviews in place on Haven, the team identified the individuals concerned, conducted RCAs and organised risk huddles with all team members to create behaviour support plans in order to

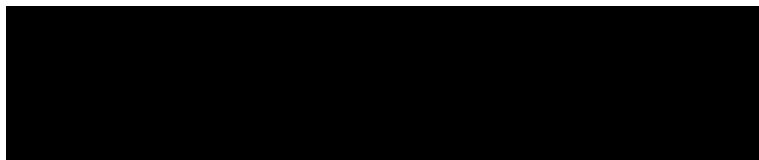
SPC charts

Highlighting special cause

Supporting narrative



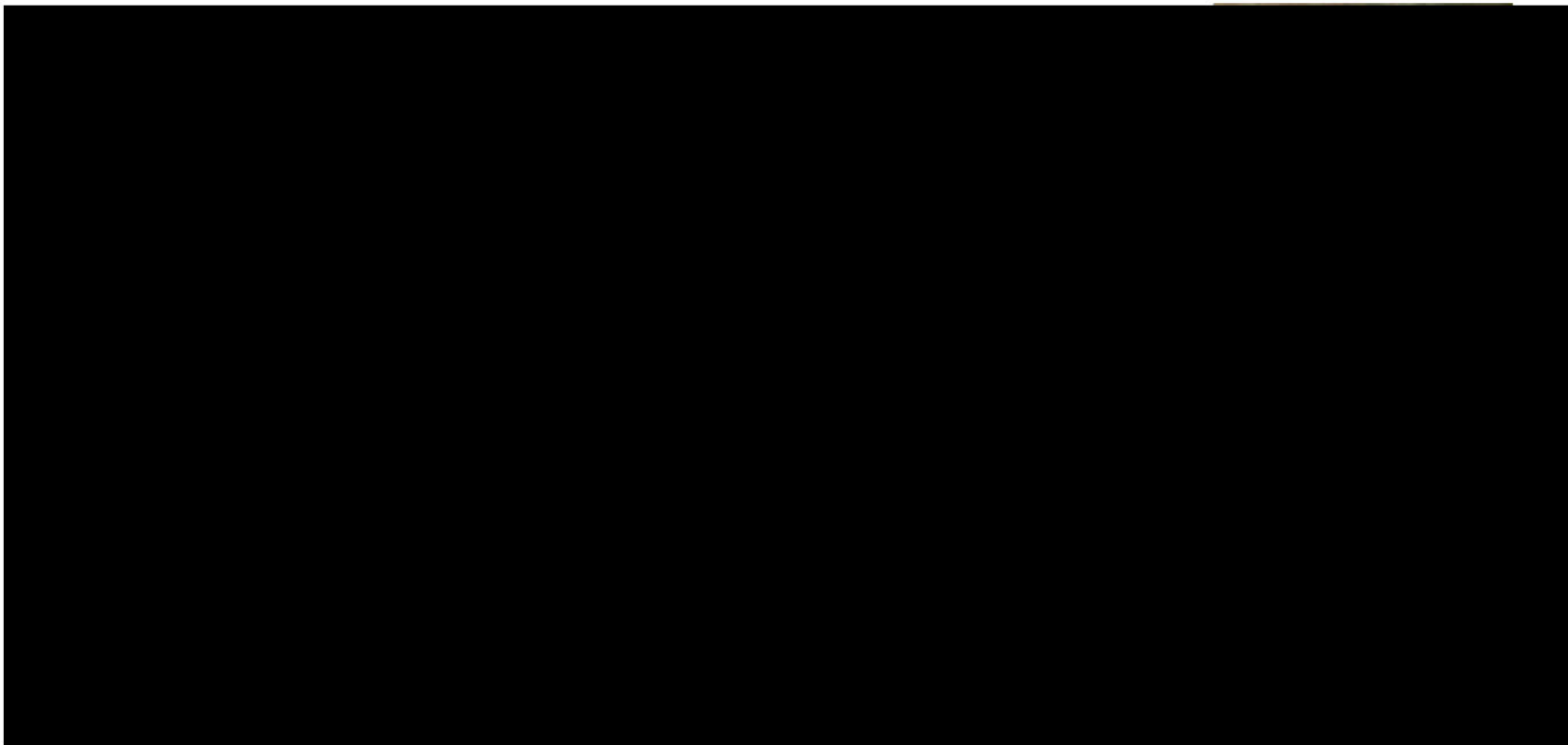
# Dorset Healthcare's SPC Journey





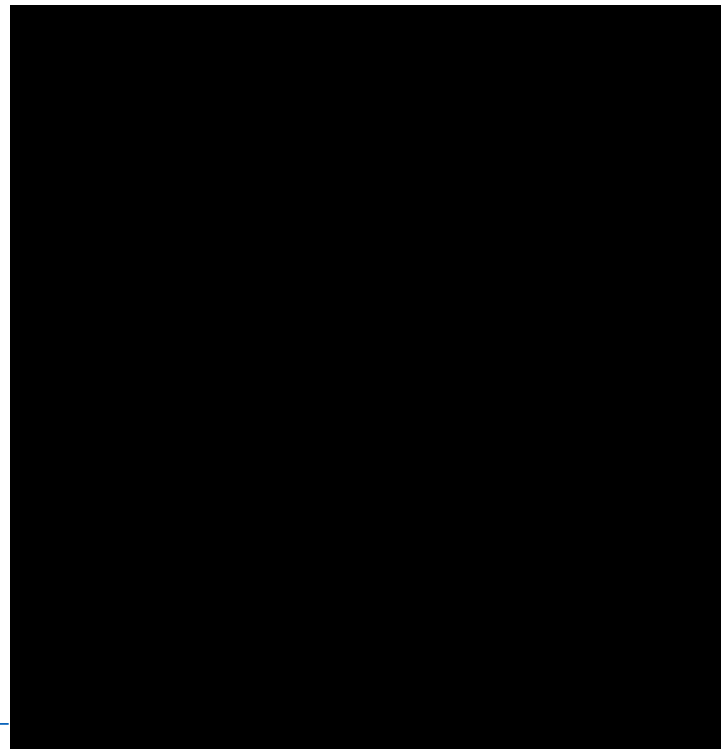
Improvement

# Advice to others



# Don't forget the PORC

In the excitement of introducing SPC and putting control limits on your charts don't lose sight of the utility and accessibility of the 'Plain Ole Run Chart' (PORC)



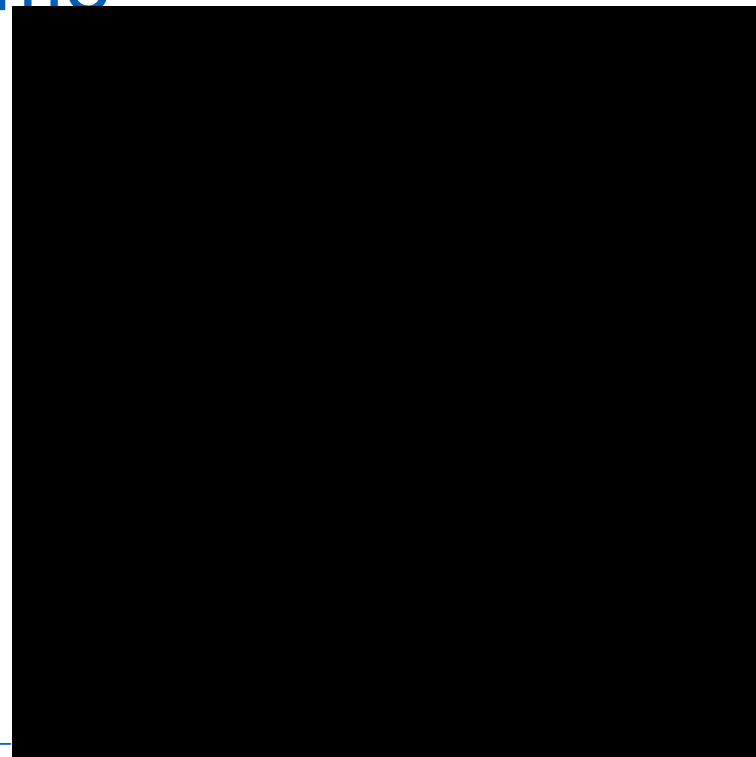
# Top table exclusive

The top table at the feast always used to get the best food. Are SPC and Run Charts seen as rich fare only for the nobs on the top table? Are they routinely used in the front-line?



# New hammer syndrome

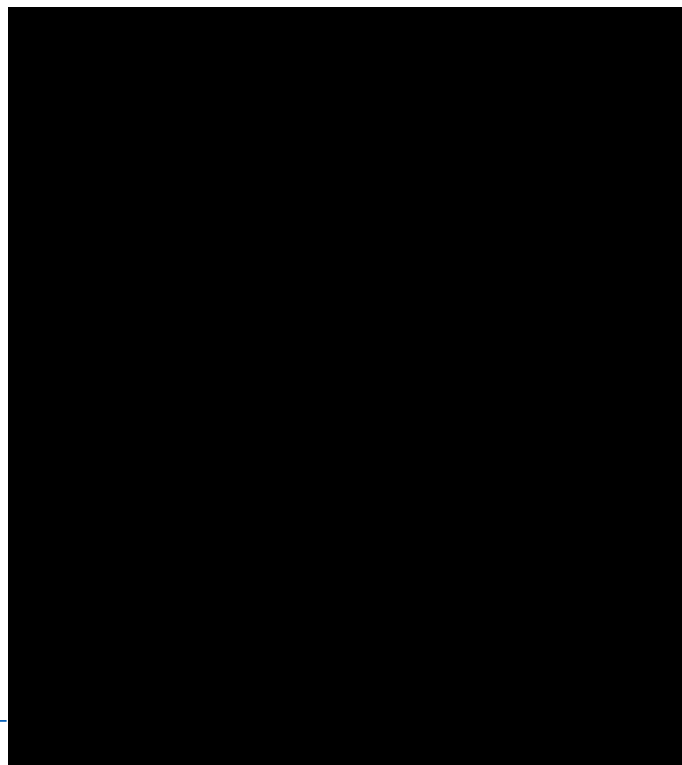
To someone with a new hammer everything looks like a nail! Not everything is appropriate for SPC or a Run Chart



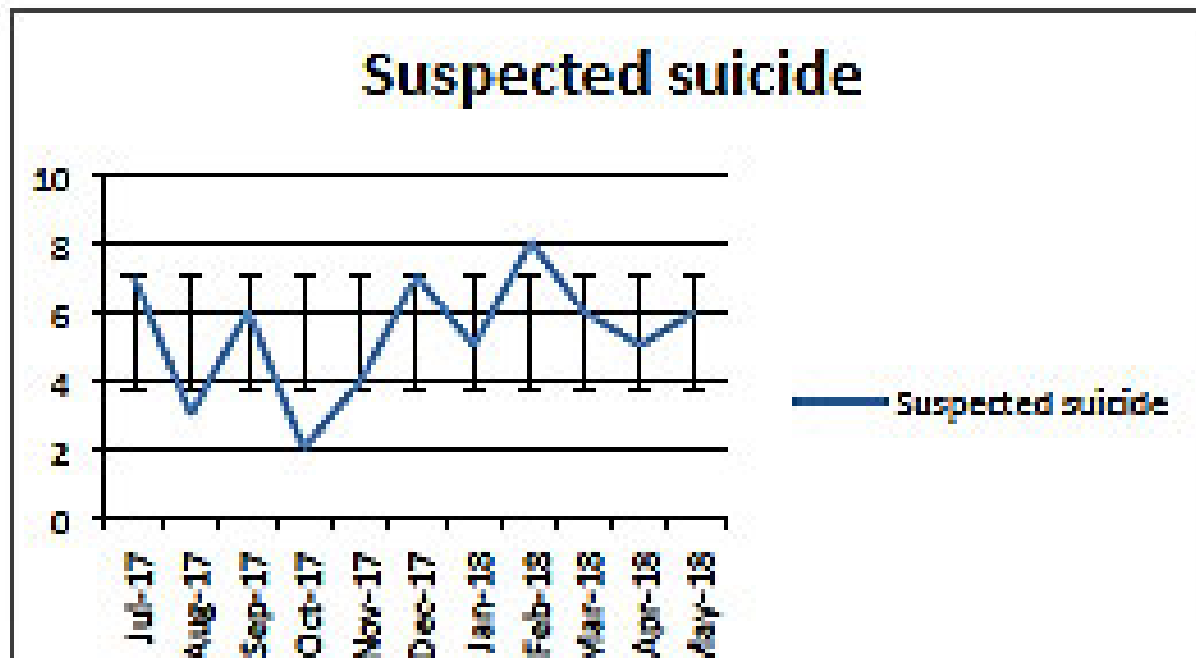
# Cargo Cults

Measure it and something will happen. More about Cargo Cults here:

[https://en.wikipedia.org/wiki/Cargo\\_cult](https://en.wikipedia.org/wiki/Cargo_cult)

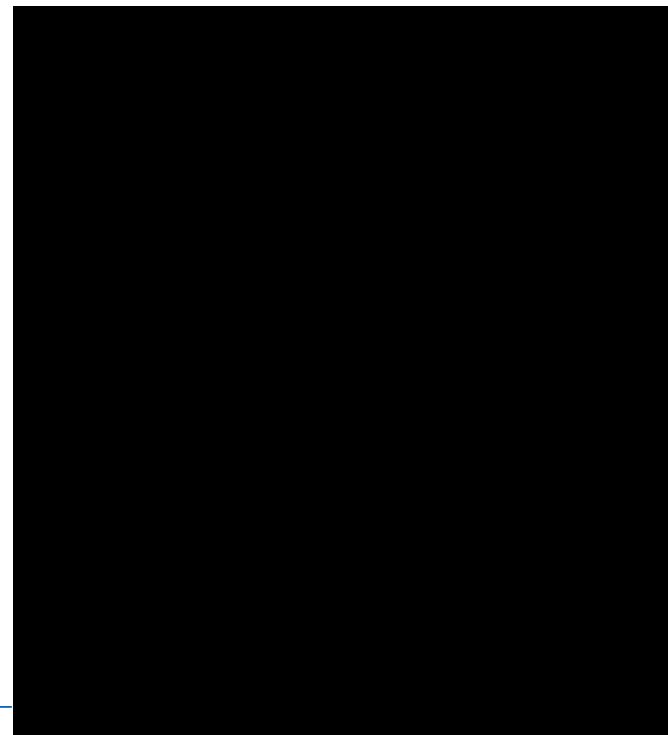


# Cargo cults – an example



# Where's Wally?

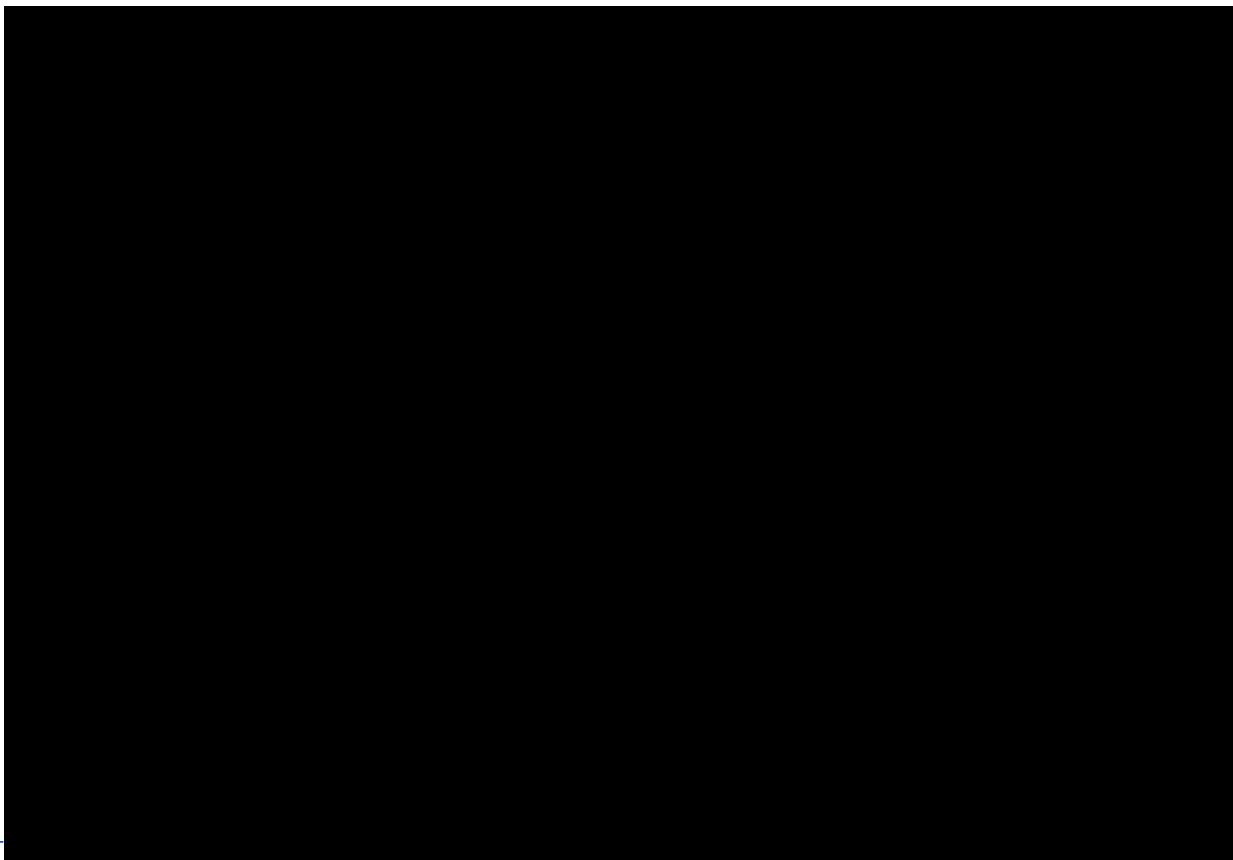
Just how many charts can you cram onto an A4 page? If you cannot even read the legend without a magnifying glass then what is the point? How do you identify the chart(s) that indicate significant change in that crowd?



# How many angels on the head of the SPC pin?

Watch the newly minted SPC experts start to argue about how many points constitute a shift, a trend, a run – how many points to calculate control limits, sampling etc







[https://improvement.nhs.uk/documents/2748/NHS\\_MAKING\\_DATA\\_COUNT\\_FINAL.pdf](https://improvement.nhs.uk/documents/2748/NHS_MAKING_DATA_COUNT_FINAL.pdf)



<https://improvement.nhs.uk/documents/1241/QSIR-A5-4pp.pdf>



## Poll 3

Which statement best describes how you feel about your performance report:

- I am confident that my report supports effective decision making
- I am concerned that my report may not focus discussion on the most important issues
- I need time to reflect on today's session

collaboration

trust

respect

innovation

courage

compassion



## Poll 4

Please rank the following in order of priority – which of these will be most helpful?

- Test a different approach to regulation
- Implement a regional train the trainer programme
- Establish regional networks
- Facilitate mechanisms to share learning
- Providing analytical products to aid decision making

collaboration

trust

respect

innovation

courage

compassion



Improvement

