



PWYLLGOR CYLLID FINANCE COMMITTEE

DYDDIAD Y CYFARFOD: DATE OF MEETING:	22 December 2020
TEITL YR ADRODDIAD: TITLE OF REPORT:	NWSSP Performance Report Quarter 2 2020/21
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Huw Thomas, Director of Finance
SWYDDOG ADRODD: REPORTING OFFICER:	Rhian Davies, Assistant Director of Finance

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Ar Gyfer Trafodaeth/For Discussion

ADRODDIAD SCAA

SBAR REPORT

Sefyllfa / Situation

The purpose of this report is to provide the Finance Committee with summary performance data in respect of the services provided by NHS Wales Shared Services Partnership (NWSSP) for the quarter ended 30th September 2020 (Quarter 2 2020/21).

Finance Committee is asked to discuss the content of the report.

Cefndir / Background

The NWSSP is hosted and governed by the Velindre NHS Trust Shared Services Regulations and the Shared Services Partnership Committee (SSPC). The SSPC is hosted by Velindre on behalf of each of the seven Health Boards, three Trusts and Special Health Authority within NHS Wales (the partners) and is responsible for monitoring governance and performance. The required standards for effective governance are outlined within the SSPC's Standing Orders, values and Standards of Behaviours framework, and associated policies. The partners participate in the SSPC and take collective responsibility for the delivery of the services through a hosting agreement between the partners.

The purpose of the SSPC is to:

- Set the policy and strategy for NWSSP;
- Monitor the delivery of Shared Services, through the Managing Director of NWSSP;
- Seek to improve the approach to delivering Shared Services which are effective, efficient and provide value for money for partners;
- Ensure the efficient and effective leadership direction and control of NWSSP; and
- Ensure a strong focus on delivering savings that can be re-invested in direct patient care.

The Board has approved Standing Orders in relation to the establishment of joint committees. In line with these Standing Orders, Hywel Dda University Health Board (HDdUHB) has established a NWSSP Committee as a joint committee of the Board, the activities of which require reporting to the Board.

Asesiad / Assessment

HDdUHB Specific Key Performance Indicators

Full details of the performance against all Wales agreed key performance indicators (KPIs) for services provided to HDdUHB are attached in the annex. In summary, of the 24 KPIs where a target is set the performance was:

	Green	Amber	Red
Quarter 2 2020/21	16	5	3

By exception, the areas where performance is not on target are highlighted below:-

Hywel Dda High Level - KPIs September 2020	KFA	Target	31/12/2019	31/03/2020	30/06/2020	30/09/2020
Employment Services						
<i>Organisation KPIs Recruitment</i>						
Resignation to Vacancy Approval date (nursing)	Excellence	5 days	30.6 days	33.7 days	28.5 days	39.9 days
Time to Approve Vacancies	Excellence	10 days	25.4 days	21.9 days	34.8 days	12.8 days
Time to Shortlist by Managers	Excellence	3 days	2.1 days	2.5 days	16.7 days	5.1 days
<i>NWSSP KPIs Recruitment</i>						
Calls Answered % Quarterly	Customers	95%	98.9%	96.6%	89.9%	88.30%
Accounts Payable						
Invoices on Hold > 30 days	Customers		1,656	1,922	874	830
% Invoices as being in dispute >30 days	Customers		54%	44%	64%	61%
Invoice Turnaround within 4 Days (NWSSP Control) Basware, GHX, Manual & OCR	Excellence	90%	47.30%	91.70%	99.20%	49.40%
Invoice Turnaround within 4 Days (Health Org Control) Generic Feeds & Pharmacy	Customers	90%	60.20%	32.80%	35.40%	41.00%
PSPP Compliance non NHS	Excellence	95%	95.90%	96.20%	95.10%	94.7%
Internal audit						
Audits reported % of planned audits – YTD	Excellence	41%	42%	97%	0%	31%

Employment Services – Recruitment (HDdUHB)

Performance driven by HDdUHB shows the organisation missing the following KPIs:

- **Resignation to vacancy approval date (nursing)** achieving 39.9 days (a deterioration from 28.5 days at Quarter 1 2020/21) against a target of 5 days - the average across Wales is 50.2 with a range from 16 to 80.2.
- **Time to approve vacancies** with 12.8 days reported against the target of 10 days, this represents an improvement from Quarter 1 2020/21 performance of 34.8 days but remains above the average across Wales of 11.7 days.
- **Time to shortlist by managers** improved considerably to 5.1 days against a target of 3 days. Performance for all these indicators has been adversely affected by COVID-19.

Employment Services – Recruitment (NWSSP)

For KPI performance driven by NWSSP recruitment, 3 performance targets have been met. The 'calls answered' percentage KPI was 88.3%, which failed to achieve the 95% target for the quarter.

Accounts Payable

The volume of invoices on hold greater than 30 days reduced to 830 in September 2020. Within this figure, the number of invoices marked as being disputed also decreased to 61%.

HDdUHB continues to work with budget holders to improve performance in both these areas, e.g. linking with Finance Business Partners, targeting those who are consistently late; targeting suppliers not providing Purchase Order (PO) numbers to improve on the no PO/ no pay holds; and prompt receipting.

Invoice turnaround within 4 days is now split between whether it comes under NWSSP control or health organisation control. Invoice turnaround under NWSSP control was reported as 49.4% against a 90% target. Staff resource issues contributed to the drop in performance in September; the issue has been resolved with additional staff trained to undertake OCR* processes. Invoice turnaround under health organisation control was reported as 41.0% (35.4% in June 2020) against a 90% target. This specifically relates to nurse bank feeds and pharmacy invoices, and HDdUHB is liaising with the service leads to increase the processing of the electronic feeds (See below).

Public Sector Payment Policy (PSPP) Compliance non-NHS - the Health Board did not achieve its PSPP target of paying 95% of its non-NHS invoices within 30 days in September 2020, resulting in a cumulative position of 94.7%. The main reason for failure was due to staffing issues in Prince Philip Hospital pharmacy, with a number of staff in the Homecare Team having to self-isolate during the COVID-19 pandemic and systems not being in place to enable home working. An urgent meeting took place on 6th October 2020 with representatives from the Finance Team, Head of Medicines Management and other pharmacy staff members and NWSSP – Accounts Payable to agree an action plan. The Head of Medicines Management has re-prioritised staff workloads to clear the backlog by the end of October 2020. (For information - PSPP compliance in November 2020 was 95.28% and due to the issues in September, the cumulative position is 94.9%. If the Health Board continues to achieve the target month on month then the cumulative target of 95% is expected to be achieved).

Internal Audit

The annual audit schedule is from June to May. To the end of September 2020, 31% of audits were reported against a target of 41%, with 14% of further audits in progress.

All Wales Key Performance Indicators

Performance is reported on an all Wales basis for Prescribing Services, Welsh Risk Pool and Legal and Risk. All KPIs were achieved with the exception of Legal and Risk 'time to raise invoices' which for Quarter 2 was reported at 80% - an improvement from 74% in Quarter 1 although failing to achieve the 90% target.

Summary Assessment by NWSSP

In common with other health bodies, the past six months have proved to be particularly challenging and have required many staff to work long hours to maintain business continuity and to meet the additional demands placed on NWSSP by the service. Notwithstanding this, all core services have been delivered and quality has been maintained throughout. Staff have adapted well to the new ways of working which have, in a number of cases, led to improvements in productivity.

Reported performance for September 2020 was good. However, NWSSP will continue to work with HDdUHB to continue to improve performance against recruitment times, invoice turnaround within 4 days and planned audits.

**Invoice scanning software*

Argymhelliad / Recommendation

The Finance Committee is asked to discuss the content of the report.

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	4.4 Regularly review contracts with key delivery partners.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not applicable
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	Governance, Leadership and Accountability
Amcanion Strategol y BIP: UHB Strategic Objectives:	4. Improve the productivity and quality of our services using the principles of prudent health care and the opportunities to innovate and work with partners.
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2019-19	9. All HDdUHB Well-being Objectives apply

Gwybodaeth Ychwanegol:

Further Information:

Ar sail tystiolaeth: Evidence Base:	Summary performance data in respect of the services provided by NHS Wales Shared Services Partnership (NWSSP) for the quarter ended 30th September 2020.
Rhestr Termau: Glossary of Terms:	Contained within the report.
Partion / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Cyllid: Parties / Committees consulted prior to Finance Committee:	Shared Services Partnership Committee (SSPC)

Effaith: (rhaid cwblhau)

Impact: (must be completed)

Ariannol / Gwerth am Arian: Financial / Service:

NWSSP was established to improve the approach to delivering Shared Services, which are effective, efficient and provide value for money for Partners.

Ansawdd / Gofal Claf: Quality / Patient Care:	NWSSP has a remit to focus on delivering savings that can be re-invested in direct patient care.
Gweithlu: Workforce:	NWSSP is hosted by Velindre NHS Trust and any workforce implications are dealt with by the Trust.
Risg: Risk:	In line with its Standing Orders, the Health Board has established a NWSSP Joint Committee, the activities of which require reporting to the Board.
Cyfreithiol: Legal:	In line with its Standing Orders, the Health Board has established a NWSSP Joint Committee, the activities of which require reporting to the Board.
Enw Da: Reputational:	Not applicable
Gyfrinachedd: Privacy:	Not applicable
Cydraddoldeb: Equality:	Not applicable

NHS WALES SHARED SERVICES PARTNERSHIP SUMMARY PERFORMANCE REPORT

HYWEL DDA UNIVERSITY HEALTH BOARD Period 1st July 2020 – 30th September 2020

Introduction

The purpose of this report is to provide summary performance data in respect of the services provided by NHS Wales Shared Services Partnership (NWSSP) for the quarter ended 30th September 2020.

The report provides end of quarter detail for the Health Board for the rolling twelve-month period to 30th September 2020 (Appendix 1/2) and further detail of the September 2020 position for all health organisations (Appendix 3).

Performance Summary

Within NWSSP work has been undertaken to align the Key Performance Indicators to Key Focus Areas (KFA) to enable us to have a balanced view of the performance information we report.

Financial Information

NWSSP plans to return £2m direct savings to NHS Wales compared to an original plan of £750k. For Hywel Dda a distribution of £58k was planned for 20/21 and after reinvestment, an additional cash distribution of £97k is planned.

Health Board /Trust	%	PLANNED DISTRIBUTION £	ADDITIONAL DISTRIBUTION £	TOTAL DISTRIBUTION £	Agreed Recurrent Reinvestment £	TOTAL 2020/21 DISTRIBUTION £
Hywel Dda	7.77	58,293	97,125	155,418	-58,293	97,125

In addition, professional influence benefits generated for Wales totals £99m for the year to September. This was made up of £10m Procurement Savings, £10m of savings relating to Specialist Estates Services and £79m of Legal and Risk savings. This includes £24.47m that can be attributed to Hywel Dda.

Employment Services – Payroll

The performance accuracy data produced for payroll services provides detail regarding the performance after accounting for the supplementary payroll. This reflects amendments and payments made in the period which would otherwise have been missed and represents benefits for organisations and employees. For Hywel Dda the reported payroll accuracy prior to the supplementary payroll reported as 99.61%, this increased to 99.81% following the supplementary payroll. This was in line with the position reported last quarter and represents continuing strong performance against the target of 99.6%.

Employment Services – Recruitment

For September KPI performance driven by Hywel Dda shows the organisation missing the time to approve vacancies KPI with 12.8 days reported against the target of 10 days. Time to shortlist reported as missing the target with 5.1 days reported against a target of 3 days. Time for notification of outcome was reported as 2.4 days against the target of 3 days.

For KPI performance driven by the NWSSP recruitment team all 3 performance targets have been met. Time to place adverts reported as 1.9 days against a target of 2 days. Time to send applications to manager reported as 1 day against a target of 2 days. Time to send conditional offer letter reported 3 days against a target of 4 days. The Calls Answered percentage KPI was 88.3%, which failed to achieve the 95% target for the quarter.

In the current year we are also reporting the recruitment KPIs as a percentage of the records that **achieved** the target timescales which are highlighted in the table below:

<i>Organisation KPIs Recruitment</i>		Target	Jun-20	Sep-20
Time to Approve Vacancies	10 days	70%	15%	40.7%
Time to Shortlist by Managers	3 days	70%	55%	66.7%
Time to notify Recruitment of Interview Outcome	3 days	90%	77%	80.7%
<i>NWSSP KPIs Recruitment</i>				
Time to Place Adverts	2 days	98%	100%	100.0%
Time to Send Applications to Manager	2 days	99%	100%	100.0%
Time to send Conditional Offer Letter	4 days	98%	100%	99.5%

Procurement Services

For the year to September 2020 procurement savings for Wales were reported as £10m, against a target of £12m. This included savings of £1.358m for Hywel Dda compared to a target of £0.423m.

Accounts Payable

The volume of invoice lines on hold greater than 30 days decreased to 830 in September 2020, within this figure the number of invoices marked as being disputed also decreased to 61%.

The level of automated invoicing represents a key area for the efficiency of the Accounts Payable system, here performance for September for all Wales was reported as 97.70%.

The Public Sector payment target of 95% was slightly missed with the Health Board achieving 94.7% for the year to date.

Invoice Turnaround within 4 days is now split by whether it is under NWSSP control or Health org control. Invoice Turnaround under NWSSP control was reported as 49.4% against a 90% target. Staff resource issues contributed to the drop in performance in September, the issue has been resolved with additional staff trained to undertake OCR processes.

Invoice Turnaround under Health Org control was reported as 41.0% against a 90% target.

Internal Audit

To the end of September 31% of audits were reported against the target of 41%, with 14% of further audits in progress. The Health Board indicator of 80% for management responses to draft report to be received within 15 days achieved the target with 86% reported. Report turnaround to draft response within 10 days is 100%.

Primary Care Services

The published KPIs for contractor services relate to services provided to contractors. For the quarter ending September 2020 the indicators provided for HD demonstrated full achievement against all indicators.

The All Wales key performance indicator for Prescribing Services for keying accuracy rates has been consistently met with 99.61% reported for September, against the target of 99%. For the year to July 2020 a total of 27.31m prescriptions were processed. This represents a slight increase on the prescriptions processed in the same time frame in the previous year.

Legal and Risk Services/Welsh Risk Pool

The KPIs reported for Welsh Risk Pool relate to the management of claims processed through bimonthly committee meetings. For the 2nd quarter 100% performance has been achieved for acknowledgement, processing and paid. The Legal & Risk KPIs for acknowledgement within 1 day and response to advice within 3 days are consistently reported as achieving the 90% target. Achievement of the KPI related to time to raise invoices for the 2nd quarter was reported at 80% failing to achieve the 90% target.

Overall Conclusion

In common with other health bodies the past six months have proved to be particularly challenging and have required many staff to work long hours to, maintain business continuity and to meet the additional demands placed on NWSSP by the Service. Notwithstanding this, all core services have been delivered and quality has been maintained throughout. Staff have adapted well to the new ways of working which in, a number of cases, have led to improvements in productivity.

Reported performance for September 2020 was good. However, NWSSP will continue to work with HD to continue to improve performance against recruitment times, invoice turnaround within 4 days and planned Audits.

Organisation specific KPIs December 2019 – September 2020

Hywel Dda High Level - KPIs September 2020	KFA	Target	31/12/2019	31/03/2020	30/06/2020	30/09/2020
Financial Information						
Direct Savings Notified – YTD	Value for Money	£58k	£155k	£155k	£58k	£58k
Professional Influence Savings – YTD	Value for Money		£9.92m	£11.39m	£17.006m	£24.47m
Employment Services						
Payroll services						
Payroll accuracy rate prior to Supp	Excellence	99.6%	99.69%	99.77%	99.51%	99.61%
Payroll accuracy rate post Supp	Excellence	99.6%	99.85%	99.88%	99.75%	99.81%
Organisation KPIs Recruitment						
Resignation to Vacancy Approval date (nursing)	Excellence	5 days	30.6 days	33.7 days	28.5 days	39.9 days
Time to Approve Vacancies	Excellence	10 days	25.4 days	21.9 days	34.8 days	12.8 days
Time to Shortlist by Managers	Excellence	3 days	2.1 days	2.5 days	16.7 days	5.1 days
Time to notify Recruitment of Interview Outcome	Excellence	3 days	1.6 days	2.1 days	2.9 days	2.4 days
NWSSP KPIs Recruitment						
Time to Place Adverts	Excellence	2 days	1.6 days	1.7 days	1.7 days	1.9 days
Time to Send Applications to Manager	Excellence	2 days	1 day	1 day	1 day	1.0 days
Time to send Conditional Offer Letter	Excellence	4 days	3.7 days	3.1 days	3.2 days	3.0 days
Calls Answered % Quarterly	Customers	95%	98.9%	96.6%	89.9%	88.30%
Procurement Services						
Procurement savings – YTD	Value for Money	£0.423m	£3.825m	£4.456m	£0.344m	£1.358m
Accounts Payable						
Invoices on Hold > 30 days	Customers		1,656	1,922	874	830
% Invoices as being in dispute >30 days	Customers		54%	44%	64%	61%
eEnablement of invoices	Excellence	83%	95.1%	95.3%	96.9%	97.70%
Invoice Turnaround within 4 Days (NWSSP Control) Basware, GHX, Manual & OCR	Excellence	90%	47.30%	91.70%	99.20%	49.40%
Invoice Turnaround within 4 Days (Health Org Control) Generic Feeds & Pharmacy	Customers	90%	60.20%	32.80%	35.40%	41.00%
PSPP Compliance non NHS	Excellence	95%	95.90%	96.20%	95.10%	94.7%
Internal audit						
Audits reported % of planned audits – YTD	Excellence	41%	42%	97%	0%	31%
Report turnaround management response to Draft report – YTD	Excellence	80%	85%	76%	N/A	86%
Report turnaround draft response-final- YTD	Excellence	80%	100%	100%	N/A	100%
Primary Care Services						
Primary Care payments made accurately and to timescale	Excellence	100%	99.98%	100%	100%	100%
Patient assignments actioned within 24 hours	Customers	100%	100%	100%	100%	100%
Medical record transfers to/from GPs and other primary care agencies within 6 weeks	Customers	95%	91%	93%	82%	96%
Urgent medical record transfers to/from GPs and other primary care agencies within 2 working days	Customers	100%	100%	100%	100%	100%
Cascade Alerts issued within timescale	Customers	100%	100%	100%	100%	100%

All Wales KPIs December 2019 – September 2020

ALL WALES KPIs	KFA		31/12/2019	31/03/2020	30/06/2020	30/09/2020
Primary Care Services						
Prescription – Payment Month keying Accuracy rates	Excellence	99%	99.77%	99.51%	99.85%	99.61%
Prescriptions processed (Apr-Jul)	Excellence	25.81m	46.79m	67.63m	81.63m	27.31m
Welsh Risk Pool						
Acknowledgement of receipt of claim	Excellence	100%	100%	100%	100%	100%
Valid claims processed in time for next WRP committee	Excellence	100%	100%	100%	100%	100%
Claims agreed paid within 10 day	Excellence	100%	100%	100%	100%	100%
Legal and risk						
Advice acknowledgement- 24 hrs	Excellence	90%	99%	99%	99%	100%
Advice response – within 3 days	Excellence	90%	100%	99%	99%	100%
Invoices requested within 21 day	Excellence	90%	93%	95%	74%	80%

All Health Organisation KPIs September 2020

KPIs Sept 2020	KFA	Target	SB	AB	BCU	C&V	CTM	HD	PHW	PTHB	VEL	WAST	HEIW
HEALTH ORG KPIs													
Financial Information													
Direct Savings Notified - YTD	Value for Money		Target £66k Actual £66k	Target £74k Actual £74k	Target £90k Actual £90k	Target £79k Actual £79k	Target £80k Actual £80k	Target £58k Actual £58k	Target £6k Actual £6k	Target £14k Actual £14k	Target £9k Actual £9k	Target £9k Actual £9k	n/a
Professional Influence Savings- YTD	Value for Money	£110m	£17.42m	£11.99m	£11.70m	£10.33m	£11.37m	£24.47m	£0.02m	£0.24m	£0.48m	£0.20m	£0.002m
Employment Services													
Payroll services													
Payroll accuracy rate prior to Supp	Excellence	99.6%	99.46%	99.69%	99.27%	99.40%	99.57%	99.61%	99.90%	99.59%	99.28%	99.61%	99.78%
Payroll accuracy rate post Supp	Excellence	99.6%	99.73%	99.84%	99.64%	99.70%	99.79%	99.81%	99.95%	99.79%	99.64%	99.80%	99.89%
Organisation KPIs Recruitment													
Resignation to Vacancy Approval date	Excellence	10 days	63.3 days	35.3 days	70.4 days	44.8 days	49.5 days	39.9 days	16.4 days	51.6 days	n/a	80.2 days	n/a
Time to Approve Vacancies	Excellence	10 days	5.3 days	9.7 days	4.8 days	19 days	16.4 days	12.8 days	9.3 days	6.1 days	25.3 days	11.4 days	8.8 days
Time to Shortlist by Managers	Excellence	3 days	17.9 days	7.0 days	8.6 days	8.5 days	7.6 days	5.1 days	17.8 days	9.3 days	4.0 days	14.1 days	4.6 days
Time to notify Recruitment of Interview Outcome	Excellence	3 days	2.8 days	2.5 days	3 days	2.8 days	2.8 days	2.4 days	4.3 days	2.6 days	0.8 days	5.9 days	1.4 days
NWSSP KPIs Recruitment													
Time to Place Adverts	Excellence	2 days	1.4 days	1.8 days	1.8 days	1.5 days	1.6 days	1.9 days	1.4 days	1.6 days	1.3 days	1.0 days	1.5 days
Time to Send Applications to Manager	Excellence	2 days	1.0 days	1.0 days	1.0 days	1.0 days	1.0 days	1.0 days	1.0 days	1.0 days	1.0 days	1.0 days	1.0 days
Time to send Conditional Offer Letter	Excellence	4 days	2.8 days	3.7 days	3.8 days	3.5 days	3.3 days	3.0 days	2.6 days	3.3 days	3.0 days	3.7 days	4.8 days
Calls Answered % Quarterly Average	Customers	95%	88.30%										
Procurement Services													
Procurement savings- YTD	Value for Money		Target £1.575m Actual £1.076m	Target £2.179m Actual £3.127m	Target £4.014m Actual £1.195m	Target £2.133m Actual £1.832m	Target £1.613m Actual £0.807m	Target £0.423m Actual £1.358m	Target £0.059m Actual £0.015m	Target £0.019m Actual £0.075m	Target £0.043m Actual £0.366m	Target £0.042m Actual £0.086m	Target £0.000m Actual £0.002m
Accounts Payable													
Invoices on Hold > 30 days	Customers		2,578	2,145	2,073	5,510	2,591	830	608	368	1,016	373	26
% Invoices as being in dispute >30 days	Customers		64%	60%	48%	59%	49%	61%	33%	41%	63%	24%	81%

KPIs Sept 2020	KFA	Target	SB	AB	BCU	C&V	CTM	HD	PHW	PTHB	VEL	WAST	HEIW
HEALTH ORG KPIs													
E Enablement invoices - in Month	Excellence	83%	97.70%										
Invoice Turnaround within 4 Days (NWSSP Control) Basware, GHX, Manual & OCR	Excellence	90%	49.80%	50.70%	92.90%	61.50%	41.60%	49.40%	53.90%	96.70%	27.40%	96.90%	41.30%
Invoice Turnaround within 4 Days (Health Org Control) Generic Feeds & Pharmacy	Excellence	90%	63.10%	46.30%	68.70%	99.10%	76.80%	41.00%	55.90%	100.00%	92.90%	100.00%	93.50%
Accounts Payable Call Handling %	Customers	95%	99.10%										
PSPP Compliance non NHS- YTD	Excellence	95%	93.4%	97.2%	96.20%	95.8%	93.0%	94.7%	96.2%	92.50%	97.20%	97.20%	92.70%
Internal audit													
Audits reported % of planned audits - YTD	Excellence		Target 15% Actual 15%	Target 21% Actual 17%	Target 26% Actual 19%	Target 26% Actual 15%	Target 16% Actual 14%	Target 41% Actual 31%	Target 31% Actual 25%	Target 24% Actual 24%	Target 24% Actual 24%	Target 19% Actual 19%	Target 17% Actual 17%
Report turnaround (15 days) management response to Draft report - YTD	Excellence	80%	100%	100%	60%	100%	100%	86%	67%	75%	100%	100%	50%
Report turnaround (10 days) draft response-final- YTD	Excellence	80%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Primary Care Services													
Primary Care payments made accurately and to timescale	Excellence	100%	100%	100%	100%	100%	100%	100%	n/a	100%	n/a	n/a	n/a
Patient assignments actioned within 24 hours	Customers	100%	100%	100%	100%	100%	100%	100%	n/a	100%	n/a	n/a	n/a
Medical record transfers to/from GPs and other primary care agencies within 6 weeks	Customers	95%	96%	70%	99%	93%	93%	96%	n/a	96%	n/a	n/a	n/a
Urgent medical record transfers to/from GPs and other primary care agencies within 2 working days	Customers	100%	100%	100%	100%	100%	100%	100%	n/a	100%	n/a	n/a	n/a
Cascade Alerts issued within timescale	Customers	100%	100%	100%	100%	100%	100%	100%	n/a	100%	n/a	n/a	n/a