Better Prevention \& Self-Management
' 6 in 1 ' vaccine
MMR vaccine
Attempt to quit smoking
CO validated as quit smoking

Motivated \& Sustainable Workforce
Performance appraisals (PADR)
Core Skills Training Framework (CSTF)
Sickness absence
Complaints
Consultants/SAS doctors - current job plan

Higher Value, Rapid Improvement \& Innovation
Hospital initiated cancellations
Agency spend
Finance

Performance Trend Charts: data as at 31st March 2021
Click a link below to view the trend chart and data for that indicator

## Additional resources (intranet access needed):

Integrated Performance Assurance Reports (IPAR) and performance overview
\% children receiving 3 doses of '6 in 1' vaccine by age 1

|  | ——\% compliance |  |  |  | - 2020/21 ambition |  |  |  | ----- Target (95\%) |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 100\% |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 60\% |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 40\% |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 20\% |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 0\% |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | $\stackrel{\stackrel{\varrho}{\infty}}{\stackrel{\infty}{\infty}}$ | $\stackrel{\stackrel{\infty}{\infty}}{\stackrel{\infty}{\infty}}$ | $\begin{aligned} & \stackrel{\circ}{\infty} \\ & \stackrel{\infty}{\sim} \end{aligned}$ | $\frac{\stackrel{9}{\infty}}{\stackrel{\infty}{\square}}$ | $\stackrel{\stackrel{N}{Ð}}{\stackrel{-}{\square}}$ | $\stackrel{\stackrel{\rightharpoonup}{\check{\circ}}}{-}$ | $\stackrel{\stackrel{N}{\Gamma}}{\stackrel{\rightharpoonup}{-}}$ | $\stackrel{\text { n }}{\substack{\text { ºn }}}$ | $\stackrel{\text { N}}{\square}$ | $\stackrel{\bar{N}}{\stackrel{\sim}{N}}$ | $\stackrel{\bar{N}}{\stackrel{\sim}{N}}$ | $\stackrel{\grave{N}}{\stackrel{-}{\top}}$ | $\stackrel{\text { ¢ }}{\text { N }}$ |
|  | $\bar{\bigcirc}$ | § | O\% | O | $\bar{\circ}$ | \% | $\bigcirc$ | $\begin{aligned} & 0 \\ & 0.0 \\ & 0 \\ & 0 \end{aligned}$ | O | $\bar{\circ}$ | \% | O\% | O |


| \% children receiving 3 doses of '6 in 1' vaccine by age 1 | $\begin{aligned} & \underset{\sim}{0} \\ & \underset{\sim}{1} \\ & \underset{\sigma}{2} \end{aligned}$ | $\begin{aligned} & \underset{\sim}{\infty} \\ & \underset{\sim}{\tilde{O}} \end{aligned}$ | $\begin{aligned} & \stackrel{9}{\sim} \\ & \underset{\sim}{7} \\ & \underset{\sigma}{n} \end{aligned}$ | $\begin{aligned} & \underset{\infty}{0} \\ & \underset{\sim}{1} \\ & \underset{0}{I} \end{aligned}$ | $\begin{aligned} & \stackrel{\rightharpoonup}{N} \\ & \underset{\sim}{1} \\ & \stackrel{\rightharpoonup}{\sigma} \end{aligned}$ | $\begin{aligned} & \stackrel{\rightharpoonup}{N} \\ & \underset{\sim}{\lambda} \\ & \underset{\sim}{\mathrm{O}} \end{aligned}$ | $\begin{aligned} & \stackrel{\rightharpoonup}{N} \\ & \underset{\sim}{2} \\ & \stackrel{0}{0} \end{aligned}$ |  | $\begin{aligned} & \stackrel{\rightharpoonup}{\mathrm{N}} \\ & \stackrel{\rightharpoonup}{\mathrm{~J}} \end{aligned}$ | $\begin{aligned} & \underset{\sim}{N} \\ & \underset{\sim}{N} \\ & \underset{\sim}{2} \end{aligned}$ | $\begin{aligned} & \underset{N}{N} \\ & \text { N} \\ & \text { İ } \end{aligned}$ | $\begin{aligned} & \underset{\sim}{N} \\ & \underset{\sim}{N} \\ & \underset{\sim}{n} \end{aligned}$ | $\begin{aligned} & \underset{N}{N} \\ & \text { i } \\ & \text { U } \end{aligned}$ |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| \% compliance | 93.8\% | 94.6\% | 94.1\% | 92.8\% | 95.1\% | 94.5\% | 96.3\% |  | 95.5\% | 96.0\% | 93.6\% | 95.9\% |  |
| 2020/21 ambition |  |  |  |  |  |  |  |  |  | 95\% | 95\% | 95\% | 95\% |
| Target (95\%) | 95\% | 95\% | 95\% | 95\% | 95\% | 95\% | 95\% |  | 95\% | 95\% | 95\% | 95\% | 95\% |

\% children receiving 2 doses of MMR vaccine by age 5

|  | ——\% compliance |  |  |  |  | - 2020/21 ambition |  |  | ----- Target (95\%) |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| $100 \%$ $80 \%$ |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 60\% |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 40\% |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 20\% |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 0\% |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | $\begin{aligned} & \frac{\sigma}{\infty} \\ & \frac{\square}{\Gamma} \end{aligned}$ | $\begin{aligned} & \frac{\infty}{\infty} \\ & \underset{\sim}{\approx} \end{aligned}$ | $\begin{aligned} & \frac{\infty}{\infty} \\ & \underset{\sim}{\infty} \end{aligned}$ | $\begin{aligned} & \frac{\sigma}{\infty} \\ & \frac{\square}{\square} \end{aligned}$ | $\frac{\stackrel{\rightharpoonup}{\mathrm{N}}}{\stackrel{-}{-}}$ | $\begin{aligned} & \stackrel{\rightharpoonup}{\Omega} \\ & \stackrel{\pi}{\approx} \end{aligned}$ | $\frac{\stackrel{\rightharpoonup}{\mathrm{N}}}{\stackrel{\sim}{n}}$ |  | $\frac{\stackrel{\rightharpoonup}{\mathrm{y}}}{\stackrel{\rightharpoonup}{\square}}$ | $\stackrel{\stackrel{\rightharpoonup}{N}}{\stackrel{\rightharpoonup}{\circ}}$ | $\stackrel{-}{2}$ <br> $\stackrel{\sim}{0}$ <br>  | ̈N N N | $\underset{\sim}{\text { ¢ }}$ |
|  |  |  |  |  |  |  | $\bigcirc$ |  |  |  |  | $\bigcirc$ | $\bigcirc$ |


| \% children receiving 2 doses of MMR vaccine by age 5 | $\begin{aligned} & \underset{\sim}{\infty} \\ & \underset{\sim}{7} \\ & \underset{\sigma}{1} \end{aligned}$ | $\begin{aligned} & \underset{\sim}{\underset{\sim}{0}} \\ & \underset{\sim}{\square} \\ & \underset{\sim}{1} \end{aligned}$ | $\begin{aligned} & \underset{\sim}{0} \\ & \underset{\sim}{\sim} \\ & \underset{O}{\sim} \end{aligned}$ | $\begin{aligned} & \underset{\infty}{9} \\ & \underset{\sim}{1} \\ & \underset{0}{ \pm} \end{aligned}$ | $\begin{aligned} & \stackrel{\rightharpoonup}{N} \\ & \underset{\sim}{7} \\ & \stackrel{\rightharpoonup}{\sigma} \end{aligned}$ | $\begin{aligned} & \text { N} \\ & \underset{\sim}{7} \\ & \underset{\sim}{I} \end{aligned}$ | $\begin{aligned} & \stackrel{\rightharpoonup}{\lambda} \\ & \underset{\sim}{7} \\ & \underset{o}{n} \end{aligned}$ |  |  | $\begin{aligned} & \underset{\sim}{i} \\ & \underset{\sim}{n} \\ & \underset{O}{7} \end{aligned}$ | $\underset{N}{N}$ N N | $\begin{aligned} & \underset{\sim}{n} \\ & \underset{\sim}{N} \\ & \underset{\sim}{n} \end{aligned}$ | $\begin{aligned} & \underset{\sim}{N} \\ & \text { N } \\ & \underset{O}{2} \end{aligned}$ |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| \% compliance | 85.6\% | 88.6\% | 91.0\% | 90.6\% | 92.2\% | 91.0\% | 91.7\% |  | 90.0\% | 90.3\% | 90\% | 90\% |  |
| 2020/21 ambition |  |  |  |  |  |  |  |  |  | 90\% | 94\% | 95\% | 95\% |
| Target (95\%) | 95\% | 95\% | 95\% | 95\% | 95\% | 95\% | 95\% |  | 95\% | 95\% | 95\% | 95\% | 95\% |

## \% of adult smokers who make a quit attempt via smoking

cessation services (in quarter)*


* quarterly figures are provided to show the trend; actual target is 5\% cummulative by 31st March 20201

| \% of adult smokers who make a quit attempt via smoking cessation services (in quarter)* | 9 $\underset{0}{7}$ $\cdots$ $\vec{O}$ | $\begin{aligned} & \underset{\sim}{\infty} \\ & \underset{\sim}{1} \\ & \underset{O}{2} \end{aligned}$ | $\begin{aligned} & \underset{\sim}{0} \\ & \underset{\sim}{7} \\ & \underset{O}{0} \end{aligned}$ | $\begin{aligned} & \underset{\sim}{0} \\ & \underset{\sim}{7} \\ & \underset{O}{Z} \end{aligned}$ | $\begin{aligned} & \stackrel{\rightharpoonup}{7} \\ & \underset{\sim}{7} \\ & \underset{\sigma}{\prime} \end{aligned}$ | $\begin{aligned} & \stackrel{\rightharpoonup}{\lambda} \\ & \underset{\sim}{\lambda} \\ & \underset{\sim}{I} \end{aligned}$ | $\begin{aligned} & \stackrel{\rightharpoonup}{\lambda} \\ & \underset{\sim}{\lambda} \\ & \underset{O}{n} \end{aligned}$ |  | $\begin{aligned} & \stackrel{\text { N}}{-} \\ & \stackrel{\rightharpoonup}{\Delta} \end{aligned}$ | $\underset{\sim}{n}$ N $\vdots$ $\vdots$ | $\begin{aligned} & \underset{\sim}{\mathrm{N}} \\ & \underset{\sim}{\mathrm{O}} \end{aligned}$ | $\underset{\sim}{i}$ N O O |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| \% compliance | 0.93\% | 0.87\% | 0.70\% | 0.90\% | 0.90\% | 0.90\% | 0.80\% |  | 0.85\% | 1.04\% | 0.78\% | 0.85\% |  |
| 2020/21 ambition |  |  |  |  |  |  |  |  |  | 0.95\% | 0.95\% | 0.95\% | 0.95\% |
| Target (1.25\%) | 1.25\% | 1.25\% | 1.25\% | 1.25\% | 1.25\% | 1.25\% | 1.25\% |  | 1.25\% | 1.25\% | 1.25\% | 1.25\% | 1.25\% |
| Data Labels |  |  |  |  |  |  | 0.80\% |  |  |  |  | 0.85\% |  |

## \% smokers who are CO-validated as quit at 4 weeks*



* during the COVID pandemic, Welsh Government have advised CO validation is no longer part of treatment due to the risk of infection

| \% smokers who are COvalidated as quit at 4 weeks* | $\begin{aligned} & \underset{\sim}{0} \\ & \underset{\sim}{1} \\ & \underset{\sigma}{2} \end{aligned}$ | $\begin{aligned} & \underset{\sim}{0} \\ & \underset{\sim}{1} \\ & \underset{O}{I} \end{aligned}$ | $\begin{aligned} & \underset{\sim}{0} \\ & \underset{\sim}{7} \\ & \underset{\sim}{0} \end{aligned}$ | $\begin{aligned} & \underset{\sim}{0} \\ & \underset{O}{+} \\ & \underset{O}{2} \end{aligned}$ | $\begin{aligned} & \stackrel{\rightharpoonup}{4} \\ & \stackrel{\rightharpoonup}{\sigma} \end{aligned}$ | $\begin{aligned} & \stackrel{\rightharpoonup}{\mathrm{N}} \\ & \underset{\sim}{\mathrm{O}} \end{aligned}$ | $\begin{aligned} & \text { oi} \\ & \underset{\sim}{7} \\ & \underset{\sim}{n} \end{aligned}$ |  | $\begin{aligned} & \stackrel{\rightharpoonup}{N} \\ & \underset{\sim}{\square} \\ & \underset{O}{\prime} \end{aligned}$ | $\begin{aligned} & \underset{N}{N} \\ & \underset{\sim}{n} \\ & \underset{O}{\sim} \end{aligned}$ | $\underset{N}{2}$ N O | $\underset{N}{N}$ N N | $\begin{aligned} & \underset{N}{N} \\ & \text { N } \\ & \text { I } \end{aligned}$ |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| \% compliance | 42.6\% | 53.3\% | 45.6\% | 49.7\% | 47.9\% | 47.1\% | 48.4\% |  | 43.5\% |  |  |  |  |
| 2020/21 ambition |  |  |  |  |  |  |  |  |  | 40\% | 40\% | 40\% | 40\% |
| Target (40\% annual target) |  |  |  |  |  |  |  |  |  | 40\% | 40\% | 40\% | 40\% |



Number of cases of S.aureus (in month)


## Number of cases of E.Coli (in month)



KEY Chart icons

## Chart markers (dots)

- orange = area of concern
- grey = within expected limits
- blue = area of improvement



## Chart icons



Chart markers (dots)

- orange = area of concern
- grey = within expected limit
- blue = area of improvement

Non Mental Health DTOC cases (12 mth reduction target)


| Non Mental Health DTOC cases ( 12 mth reduction target) | $\begin{aligned} & \infty \\ & \stackrel{1}{\frac{1}{2}} \\ & \frac{1}{4} \end{aligned}$ | $\begin{aligned} & \infty \\ & \stackrel{\infty}{1} \\ & \stackrel{\rightharpoonup}{\infty} \end{aligned}$ | $\begin{aligned} & \stackrel{\infty}{1} \\ & \stackrel{1}{\leftrightharpoons} \end{aligned}$ | $\begin{aligned} & \infty \\ & \stackrel{1}{1} \end{aligned}$ | $$ | $\begin{aligned} & \infty \\ & \stackrel{\infty}{\stackrel{0}{山}} \\ & \stackrel{\rightharpoonup}{\sim} \end{aligned}$ | $\begin{aligned} & \infty \\ & \stackrel{1}{ \pm} \\ & 0 \end{aligned}$ | $\begin{aligned} & \stackrel{\infty}{1} \\ & \stackrel{1}{1} \\ & \underset{2}{2} \end{aligned}$ | $\begin{aligned} & \infty \\ & \stackrel{1}{⿺} \\ & \stackrel{\Delta}{0} \end{aligned}$ | $\begin{aligned} & 9 \\ & \underset{\sim}{1} \\ & \stackrel{1}{0} \end{aligned}$ | $\begin{aligned} & \stackrel{9}{1} \\ & \stackrel{0}{0} \\ & \stackrel{0}{4} \end{aligned}$ | $\begin{aligned} & \underset{\sim}{7} \\ & \frac{1}{10} \\ & \underset{\Sigma}{0} \end{aligned}$ | $\begin{aligned} & \frac{9}{7} \\ & \frac{1}{2} \end{aligned}$ | $\begin{aligned} & \underset{\sim}{7} \\ & \underset{\vdots}{\grave{I}} \\ & \underset{\Sigma}{1} \end{aligned}$ | $\begin{aligned} & 9 \\ & \stackrel{1}{3} \end{aligned}$ | $\frac{9}{3}$ |  | $\begin{aligned} & \stackrel{0}{1} \\ & \stackrel{1}{0} \\ & \stackrel{1}{0} \end{aligned}$ | $\begin{aligned} & \stackrel{9}{I} \\ & \stackrel{4}{\overleftarrow{0}} \end{aligned}$ |  | $\begin{aligned} & \text { ने } \\ & \stackrel{\Delta}{\circ} \end{aligned}$ | $\begin{aligned} & \text { O} \\ & \underset{\sim}{N} \\ & \underset{\sim}{n} \end{aligned}$ | $\begin{aligned} & \text { O} \\ & \text { N} \\ & \stackrel{\rightharpoonup}{\sim} \end{aligned}$ | $\underset{\substack{n\\ \\}}{ }$ | $\begin{aligned} & \text { O} \\ & \frac{1}{1} \\ & \underset{\Sigma}{\Gamma} \end{aligned}$ | $\underset{\substack{\text { N } \\ \frac{1}{2}}}{ }$ | $\begin{aligned} & \text { O} \\ & \underset{\sim}{\top} \\ & \underset{\Sigma}{\text { In }} \end{aligned}$ | $\begin{aligned} & \text { O} \\ & \text { N } \\ & \frac{1}{3} \end{aligned}$ | $\frac{\text { N }}{\frac{1}{3}}$ | $\begin{aligned} & \text { O} \\ & \substack{\text { do } \\ \text { co }} \end{aligned}$ | $\begin{aligned} & \text { N} \\ & \stackrel{1}{\circ} \\ & \stackrel{\sim}{\sim} \end{aligned}$ | $\begin{aligned} & \text { N } \\ & \stackrel{1}{ \pm} \\ & 0 \end{aligned}$ | $\begin{aligned} & \text { O} \\ & \text { N } \\ & \text { O} \end{aligned}$ | $\begin{aligned} & \text { N} \\ & \text { N} \\ & \Delta 0 \end{aligned}$ | $\underset{\substack{\underset{N}{n}}}{\underset{\sim}{1}}$ | $\begin{aligned} & \underset{\sim}{\lambda} \\ & \stackrel{\rightharpoonup}{\otimes} \end{aligned}$ | $\stackrel{-}{N}$ $\stackrel{y}{10}$ $\stackrel{1}{0}$ |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| DTOC cases | 54 | 49 | 43 | 32 | 29 | 53 | 36 | 44 | 40 | 34 | 44 | 31 | 46 | 43 | 58 | 47 | 72 | 54 | 60 | 65 | 49 | 33 | 49 | 응 | 46 |  |  |  |  |  |  |  |  |  |  |  |  |
| 2020/21 ambition |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | ט |  | 54 | 54 | 54 | 51 | 51 | 51 | 51 | ${ }^{51}$ | 51 | 51 | 51 |  |

Due to COVID-19, DTOC census patient number monitoring has been suspended


## \% of patients seen within 4 hours in A\&E/MIU

100\%


KEY

## Chart icons

\% of responses to ambulance red calls within 8 mins


Patients waiting more than 12 hours in A\&E/MIU


## Chart markers (dots)

- orange = area of concern
- grey = within expected limits
- blue = area of improvement


KEY Chart icons

## Chart markers (dots)

- orange = area of concern
- grey = within expected limits
- blue = area of improvement


## Patients starting first definitive cancer treatment < $\mathbf{6 2}$ days



## Chart icons



Chart markers (dots)

- orange = area of concern
- grey = within expected limits
- blue = area of improvement


## Delayed follow up appointments - all specialties (20\%improvement target)

50,000


Chart icons


Chart markers (dots)

- orange = area of concern
- grey = within expected limits
- blue = area of improvement


## R1 eye care patients seen by target date (or <25\% excess)


KEY $\quad$ Chart icons

## Chart markers (dots)

- orange = area of concern
- grey = within expected limits
- blue = area of improvement



## Chart icons



Chart markers (dots)

- orange = area of concern
- grey = within expected limits
- blue = area of improvement


## Waiting more than 14 weeks for a specific therapy



## Chart icons



## Chart markers (dots)

- orange = area of concern
- grey = within expected limits
- blue = area of improvement



## Chart icons



## Chart markers (dots)

- orange = area of concern
- grey = within expected limits
- blue = area of improvement


KEY

## Chart icons



Adults waiting < $\mathbf{2 6}$ weeks to start a psychological therapy


## Chart markers (dots)

- orange = area of concern
- grey = within expected limits
- blue = area of improvement


## Hospital Initiated Cancellations within 24 hours (5\% reduction target)



## Chart icons

|  |  |  | Assurance |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  | P | $?$ | $\stackrel{\mathrm{F}}{\sim}$ |
| Special Cause Concerning variation | Special Cause Improving variatio | $\begin{gathered} \text { Common } \\ \text { Cause } \\ \text { variation } \end{gathered}$ | Consistently hit target | Hitand miss toraget subjectoo randomo varition | Consistently |

## Chart markers (dots)

- orange = area of concern
- grey = within expected limits
- blue = area of improvement


## Agency spend as a \% of the total pay bill

$\longrightarrow$ —\% $\longrightarrow 2020 / 21$ ambition ----- \% Target (tbc)

10\%
8\%

$2 \%$


| Agency spend as a \% of the total pay bill | $\begin{aligned} & \underset{7}{7} \\ & \frac{1}{\mathbf{3}} \end{aligned}$ |  | $\begin{aligned} & \underset{1}{1} \\ & \stackrel{1}{3} \end{aligned}$ | $\frac{\underset{\sim}{1}}{\beth}$ |  | $\begin{aligned} & \underset{\sim}{1} \\ & \stackrel{\rightharpoonup}{\ddot{n}} \end{aligned}$ | $\begin{aligned} & 7 \\ & \stackrel{7}{4} \end{aligned}$ |  | $\begin{gathered} \underset{\Delta}{\Delta} \\ 0 \end{gathered}$ | $\underset{\substack { \text { Non } \\ \begin{subarray}{c}{\text { N}{ \text { Non } \\ \begin{subarray} { c } { \text { N} } }\end{subarray}}{ }$ | $\begin{aligned} & \text { N} \\ & \text { ì } \\ & \text { ù } \end{aligned}$ | $\stackrel{n}{2}$ | $\begin{aligned} & \text { N} \\ & \stackrel{N}{N} \\ & \sum \sum \end{aligned}$ | $\underset{\substack{\frac{1}{2} \\ \hline}}{ }$ | $\begin{aligned} & \stackrel{\sim}{N} \\ & \underset{\sim}{\top} \\ & \underset{\Sigma}{\top} \end{aligned}$ |  | $\frac{\stackrel{\rightharpoonup}{1}}{\beth}$ | $\begin{aligned} & \text { O} \\ & \text { do } \\ & \text { do } \end{aligned}$ | $\begin{aligned} & \text { io } \\ & \dot{i} \\ & \dot{\sim} \end{aligned}$ | $\begin{aligned} & \text { N} \\ & \stackrel{4}{\overleftarrow{0}} \end{aligned}$ | $\begin{aligned} & \text { O} \\ & \text { N } \\ & \text { Z} \end{aligned}$ | $\begin{aligned} & \text { Ǹ } \\ & \stackrel{\Delta}{0} \end{aligned}$ | $\begin{aligned} & \underset{\sim}{7} \\ & \stackrel{\vdots}{\text { In }} \end{aligned}$ |  | N $\substack{1 \\ \text { in }}$ |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| \% | 5.20\% | 5.19\% | 4.65\% | 4.96\% | 4.52\% | 4.89\% | 4.65\% | 5.81\% | 5.36\% | 5.25\% | 6.63\% | $\stackrel{0}{0}$ | 4.3\% | 3.4\% | 3.2\% | 3.5\% | 4.0\% | 4.33\% | 4.95\% | 5.68\% | 5.82\% | 5.78\% | 6.64\% | 3.80\% |  |
| 2020/21 ambition |  |  |  |  |  |  |  |  |  |  |  | $8$ |  |  |  |  |  |  |  |  |  |  |  |  |  |
| \% Target (tbc) |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

## Financial balance



| Financial balance | $\begin{array}{ll} \infty & \infty \\ \frac{1}{1} & \frac{1}{1} \\ \stackrel{\rightharpoonup}{c} & \stackrel{\rightharpoonup}{x} \end{array}$ | $\begin{aligned} & \infty \\ & \stackrel{\infty}{\leftrightharpoons} \\ & \hline \end{aligned}$ | $\stackrel{\infty}{\frac{\infty}{5}}$ |  | $\begin{aligned} & \stackrel{\infty}{1} \\ & \stackrel{1}{2} \\ & \stackrel{y}{*} \end{aligned}$ | $\begin{aligned} & \infty \\ & \stackrel{\infty}{\overleftarrow{~}} \end{aligned}$ | $\begin{aligned} & \infty \\ & \stackrel{\infty}{\mathbf{0}} \\ & \stackrel{1}{2} \end{aligned}$ | $\stackrel{\substack{\stackrel{\Delta}{⿺} \\ 0}}{ }$ | $\begin{aligned} & \underset{\sim}{7} \\ & \stackrel{\rightharpoonup}{\pi} \end{aligned}$ | $\begin{aligned} & \stackrel{9}{1} \\ & \stackrel{\rightharpoonup}{\ddot{\circ}} \end{aligned}$ | $\begin{aligned} & \text { İ } \\ & \stackrel{i}{0} \\ & \underset{\Sigma}{0} \end{aligned}$ | $\begin{aligned} & \frac{9}{7} \\ & \stackrel{\rightharpoonup}{\frac{3}{4}} \end{aligned}$ | $\begin{aligned} & \stackrel{9}{7} \\ & \stackrel{\rightharpoonup}{\sqrt{n}} \end{aligned}$ | $\begin{aligned} & 9 \\ & \stackrel{9}{亏} \end{aligned}$ | $\frac{9}{\beth}$ | $\begin{aligned} & 9 \\ & \stackrel{9}{4} \\ & \stackrel{0}{4} \end{aligned}$ | $\begin{aligned} & \stackrel{9}{2} \\ & \stackrel{\rightharpoonup}{0} \end{aligned}$ | $\begin{aligned} & \stackrel{9}{ \pm} \\ & \stackrel{1}{ \pm} \end{aligned}$ | $\begin{aligned} & 9 \\ & 7 \\ & \frac{1}{0} \end{aligned}$ | $\begin{aligned} & \stackrel{\ddot{\ddot{\Delta}}}{0} \end{aligned}$ | $\begin{aligned} & \stackrel{\text { N}}{1} \\ & \stackrel{i}{7} \end{aligned}$ | $\begin{aligned} & \stackrel{\rightharpoonup}{1} \\ & \stackrel{i}{⿺} \end{aligned}$ | $\stackrel{3}{3}$ | $\begin{aligned} & \stackrel{\rightharpoonup}{\mathrm{N}} \\ & \underset{\mathrm{~N}}{2} \end{aligned}$ | $\underset{\substack{0 \\ \hline}}{\stackrel{\rightharpoonup}{4}}$ | $\begin{aligned} & \stackrel{\sim}{1} \\ & \stackrel{\rightharpoonup}{ } \end{aligned}$ | $\begin{gathered} \text { N } \\ \\ \hline 1 \end{gathered}$ | $\stackrel{\text { N}}{5}$ | $\begin{gathered} \text { O} \\ \substack{\text { do } \\ \gtrless} \end{gathered}$ | $\begin{aligned} & \stackrel{\rightharpoonup}{\sim} \\ & \dot{\sim} \end{aligned}$ | $\begin{aligned} & \stackrel{\rightharpoonup}{4} \\ & \stackrel{4}{\overleftarrow{0}} \end{aligned}$ | N N 訁 | $\begin{aligned} & \text { ָ̀ } \\ & \text { O} \end{aligned}$ | $\begin{aligned} & \underset{\sim}{7} \\ & \stackrel{1}{\mathbf{N}} \end{aligned}$ | $\stackrel{\text { N}}{\text {－}}$ |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| £m In－month deficit | ${ }_{65,63} 51.03$ | ${ }_{\text {f3，}}$ | E2．95 | E2．97 | ${ }^{62} 33$ | E2．97 | ${ }_{2287}$ | ${ }^{2} 2.66$ | E2．76 | ${ }_{\text {E2．76 }}$ | ${ }_{52} 2.5$ | E2．92 | E3．10 | ${ }^{62} 85$ | ${ }_{60.53}$ | ${ }_{52} 2.25$ | E1．97 | f1．97 | ${ }_{63.01}$ | ${ }_{\text {E2 } 26}$ | £10．10 | E204 | \％ | E270 | 66.29 | ${ }_{68.45}$ | ${ }^{1.50}$ | 9900 | 6．6．53 | －11923 | ${ }^{\text {f204 }}$ | E20， | ${ }_{\text {E208 }}$ | ${ }_{\text {E208 }}$ | f208 |  |
| 2020／21 ambition |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | ¢ |  |  |  |  |  |  |  |  |  |  |  |  |  |
| £m Target（tbc） |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

## \% complaints with final or interim reply <= $\mathbf{3 0}$ working days



KEY Chart icons


## Chart markers (dots)

- orange = area of concern
- grey = within expected limits
- blue = area of improvement


## Consultants/SAS doctors with a current job plan



KEY Chart icons


## Chart markers (dots)

- orange = area of concern
- grey = within expected limits
- blue = area of improvement


## Workforce

## Staff who have had a PADR in the previous 12 months



## Core Skills Training Framework



## Sickness absence in month (reduction target)



## Chart markers (dots)

- orange = area of concern
- grey = within expected limits
- blue = area of improvement

