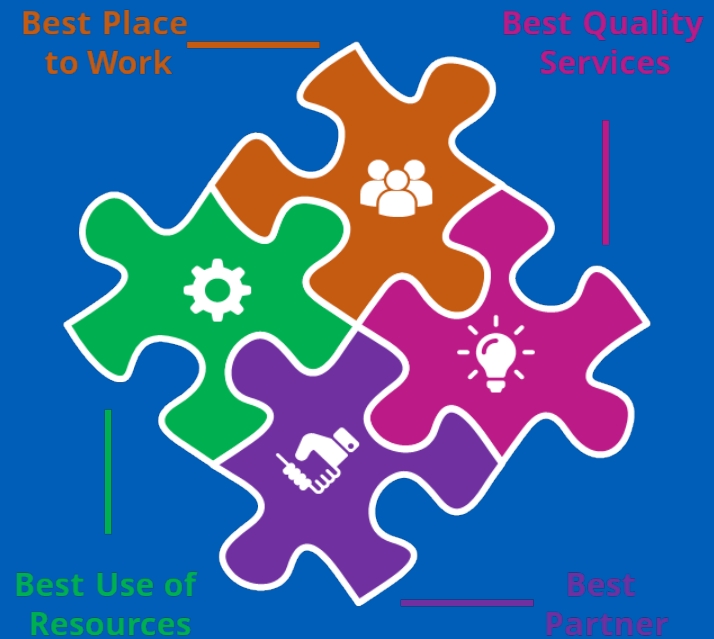


Council of Governors Performance Report

June 2025 Meeting

Performance Data up to
April 2025

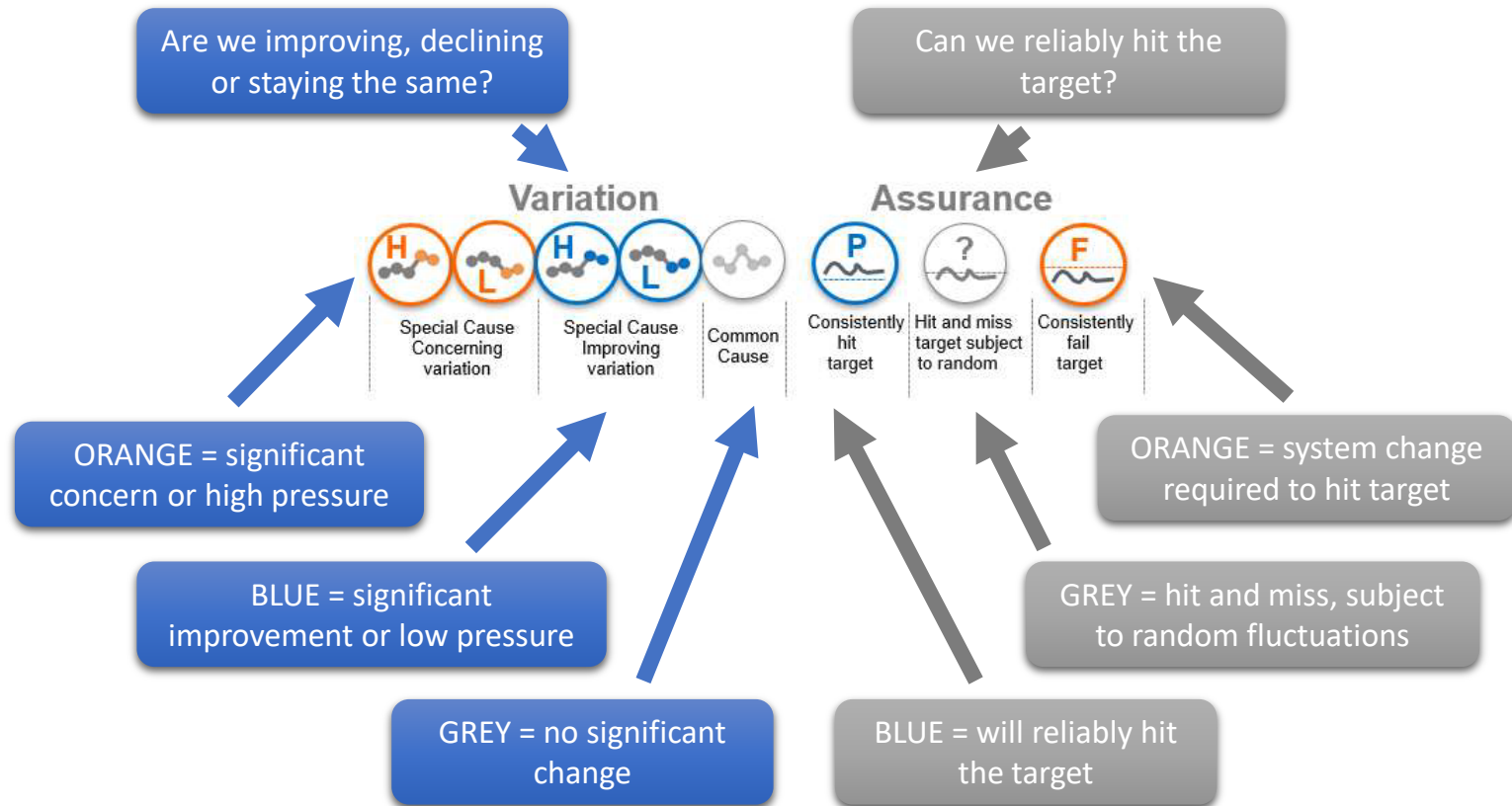


Good Governance; Accountability; Effective Oversight

A note on SPC charts

Within this data pack there has been a concerted move to using Statistical Process Control (SPC) charts where this is the most appropriate way of visualising data. Where SPC charts are not deemed the most appropriate use of data, alternative charts and display mechanisms have been included. It is important to note that whilst the variation and assurance symbols are predominantly associated with SPC charts, we have taken the approach of standardising their use within this document across all data types to ensure consistency of language and approach.

The description of the meaning of the symbols (assurance icons) used throughout this document is explained below.



Delegated Strategic Priorities – Assurance Level

Being the Best Place to Work: We will continue to strive to be a Smarter Working organisation where we work together so that everyone is proud to work here, feels they belong and are valued.

<p>Theme 1: Looking after our people – we will</p> <ul style="list-style-type: none"> • Ensure our people have a voice that counts. • Strengthen the recognition and reward offers for our people. • Support our people to be active in improvement and innovation efforts inside and outside the organisation. • Embrace the principles of trauma informed practice across all of our services. • Encourage greater use of our comprehensive wellbeing offer so people are safe, healthy, thrive in their place of work and have a good work/life balance 	<p>We will know we have been successful when:</p> <ul style="list-style-type: none"> • We have increased engagement with the NHS staff survey, with a focus on teams we hear less from. The NSS 2024 attracted an increased response of 53%, with a huge increase in Bank worker engagement to 35%. • All survey themes show a slightly higher score than the previous person-centred indicating improved engagement, morale and satisfaction. • Our labour turnover continues to improve month on month and in particular, the retention of new starters is improving.. • Our management of Employee Relations (ER) casework has improved dramatically, with the lowest number of open cases in three years and the speediest resolution evident. • Whilst sickness absence rises in line with seasonal trends, the provision of health and wellbeing support and resources. The newly re-launched Primary Care Wellbeing Service supplements the existing range with a comprehensive offer of holistic and person-centred wellbeing services. 	<p>Confirmed Current Assurance Level:</p> <p>4. High</p>
<p>Theme 2: Belonging in our organisation – we will</p> <ul style="list-style-type: none"> • Continue to nurture compassionate, supportive and inclusive teams in our Trust. • Build on our collective learning to shape an increasingly diverse, culturally competent, flexible and inclusive workforce that represents our communities. • Continue to empower our staff networks, ensuring people can engage and act as a voice for the unheard voices. • Continue to measure and improve the experiences and progression of our staff from protected equality groups. • Encourage greater use of our comprehensive wellbeing offer so people are safe, healthy, thrive in their place of work and have a good work/life balance. • Organise all our leaders to lead by example and demonstrate values, behaviours and accountability in action 	<ul style="list-style-type: none"> • We can demonstrate that our workforce, including our senior leadership, is representative of the community it serves. • Our WDES and WRES compliance continues to show improvements across all standards. • Our staff networks are thriving and ensuring their communities have a voice and are assured of our actions to support the Trust being the best place to work for people with protected characteristics. • The impact of the management skills training roll out is that fewer ER cases emerge and when they do, they are resolved more speedily at local level. • Roll out of NHS People Promise activities is supporting retention, including stay letters and career conversations. 	<p>Confirmed Current Assurance Level:</p> <p>4. High</p>

Delegated Strategic Priorities – Assurance Level

Being the Best Place to Work: We will continue to strive to be a Smarter Working organisation where we work together so that everyone is proud to work here, feels they belong and are valued.

<p>Theme 3: New Ways of Working and Delivering Care - we will</p> <ul style="list-style-type: none"> • Make sure that our physical places of work are accessible, well-resourced, high quality and maximise opportunities for new and integrated ways of working with our partner organisations. • Create a digitally enabled workforce through training, education and support, and embedding digital clinical leadership across the organisation. 	<p>We will know we have been successful when:</p> <ul style="list-style-type: none"> • Our people are digitally confident, have consistently positive experiences using devices, applications and workspaces, that enable them to do their job effectively, supported by clinical digital leaders. • We are exploring opportunities for “dual qualification” for nurses and AHPs across acute and MHLDA career pathways to introduce higher levels of competence and cross-sector integrated working. • We have developed and implemented transformation programmes that change the way we deliver services and take a more creative approach to skill mix and developing the workforce. 	<p>Confirmed Current assurance level:</p> <p>3. Significant</p>
<p>Theme 4: Growing for the future – we will</p> <ul style="list-style-type: none"> • Deliver sustainable recruitment and development initiatives to improve retention, support progression opportunities and build organisational resilience and capabilities. 	<p>We will know we have been successful when:</p> <ul style="list-style-type: none"> • We have on-boarded a total of 30 newly qualified RMNs to ward based roles. • We have contributed to the MHLDA Provider Collaborative Staff Bank and now have access to over 500 Bank Nurses from two other organisations to fulfil our temporary staffing needs. • Our temporary staffing fulfilment is sustainably at a ratio of 90% Bank and 10% Agency. • Continue ‘earn while you learn’ with student nurses from local Higher Education Institutes, by joining the Trust Bank alongside their academic training, with the first cohort by May 2024 as a feasibility pilot, with the potential to widen to a Bradford District and Craven offer from 2024 onwards. • We are actively engaged in a BD&C Place scheme to collaborate around recruitment to entry level roles in all health and social care specialties, not only in respect of job opportunities that reach out into our communities, but also a cohesive approach to developing career pathways through vocational and academic programmes open to all. 	<p>Confirmed Current Assurance Level:</p> <p>4. High</p>

Key Performance Indicators

Best Place to Work: Theme 1: Looking After our People

Metric	Type	Year End Position 2023/24	Reportin g month	Performance	Target	SPC / trend																																																																																																																
Staff survey – engagement levels	Strategic	7.08	2024	7.08	7.4 (best)	Staff engagement score remains stable/increased slightly at 7.08 (0.03);																																																																																																																
Staff survey - % would recommend the Trust as a place to work	Strategic	64.28%	2024	64.28%	63% (sector)	<table border="1"> <thead> <tr> <th></th> <th>2020</th> <th>2021</th> <th>2022</th> <th>2023</th> <th>2024</th> </tr> </thead> <tbody> <tr> <td>Your org</td> <td>66.33%</td> <td>63.10%</td> <td>63.99%</td> <td>62.26%</td> <td>64.28%</td> </tr> <tr> <td>Best result</td> <td>77.76%</td> <td>73.57%</td> <td>73.02%</td> <td>75.47%</td> <td>78.15%</td> </tr> <tr> <td>Average result</td> <td>67.83%</td> <td>63.10%</td> <td>62.73%</td> <td>65.57%</td> <td>65.21%</td> </tr> <tr> <td>Worst result</td> <td>49.05%</td> <td>43.47%</td> <td>39.54%</td> <td>39.56%</td> <td>42.78%</td> </tr> <tr> <td>Responses</td> <td>1269</td> <td>1412</td> <td>1329</td> <td>1671</td> <td>1755</td> </tr> </tbody> </table>		2020	2021	2022	2023	2024	Your org	66.33%	63.10%	63.99%	62.26%	64.28%	Best result	77.76%	73.57%	73.02%	75.47%	78.15%	Average result	67.83%	63.10%	62.73%	65.57%	65.21%	Worst result	49.05%	43.47%	39.54%	39.56%	42.78%	Responses	1269	1412	1329	1671	1755																																																																												
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Labour turnover	Strategic	13.68%	Apr 25	11.44%	10%	<p>Labour Turnover (Number of Leavers in the first 12 months)</p> <table border="1"> <thead> <tr> <th>Month</th> <th>LTD</th> <th>Target</th> <th>Mean</th> <th>LCL</th> <th>UCL</th> <th>Leavers R12 Month</th> <th>Leaving within first 12 months</th> </tr> </thead> <tbody> <tr><td>Mar-23</td><td>15.4%</td><td>10%</td><td>13.0%</td><td>11.5%</td><td>14.5%</td><td>500</td><td>400</td></tr> <tr><td>Apr-23</td><td>14.0%</td><td>10%</td><td>13.0%</td><td>11.5%</td><td>14.5%</td><td>450</td><td>350</td></tr> <tr><td>May-23</td><td>13.0%</td><td>10%</td><td>13.0%</td><td>11.5%</td><td>14.5%</td><td>400</td><td>300</td></tr> <tr><td>Jun-23</td><td>13.0%</td><td>10%</td><td>13.0%</td><td>11.5%</td><td>14.5%</td><td>400</td><td>300</td></tr> <tr><td>Jul-23</td><td>13.0%</td><td>10%</td><td>13.0%</td><td>11.5%</td><td>14.5%</td><td>400</td><td>300</td></tr> <tr><td>Aug-23</td><td>13.0%</td><td>10%</td><td>13.0%</td><td>11.5%</td><td>14.5%</td><td>400</td><td>300</td></tr> <tr><td>Sep-23</td><td>13.0%</td><td>10%</td><td>13.0%</td><td>11.5%</td><td>14.5%</td><td>400</td><td>300</td></tr> <tr><td>Oct-23</td><td>13.0%</td><td>10%</td><td>13.0%</td><td>11.5%</td><td>14.5%</td><td>400</td><td>300</td></tr> <tr><td>Nov-23</td><td>13.0%</td><td>10%</td><td>13.0%</td><td>11.5%</td><td>14.5%</td><td>400</td><td>300</td></tr> <tr><td>Dec-23</td><td>13.0%</td><td>10%</td><td>13.0%</td><td>11.5%</td><td>14.5%</td><td>400</td><td>300</td></tr> <tr><td>Jan-24</td><td>13.0%</td><td>10%</td><td>13.0%</td><td>11.5%</td><td>14.5%</td><td>400</td><td>300</td></tr> <tr><td>Feb-24</td><td>13.0%</td><td>10%</td><td>13.0%</td><td>11.5%</td><td>14.5%</td><td>400</td><td>300</td></tr> <tr><td>Mar-24</td><td>11.44%</td><td>10%</td><td>13.0%</td><td>11.5%</td><td>14.5%</td><td>400</td><td>300</td></tr> </tbody> </table>	Month	LTD	Target	Mean	LCL	UCL	Leavers R12 Month	Leaving within first 12 months	Mar-23	15.4%	10%	13.0%	11.5%	14.5%	500	400	Apr-23	14.0%	10%	13.0%	11.5%	14.5%	450	350	May-23	13.0%	10%	13.0%	11.5%	14.5%	400	300	Jun-23	13.0%	10%	13.0%	11.5%	14.5%	400	300	Jul-23	13.0%	10%	13.0%	11.5%	14.5%	400	300	Aug-23	13.0%	10%	13.0%	11.5%	14.5%	400	300	Sep-23	13.0%	10%	13.0%	11.5%	14.5%	400	300	Oct-23	13.0%	10%	13.0%	11.5%	14.5%	400	300	Nov-23	13.0%	10%	13.0%	11.5%	14.5%	400	300	Dec-23	13.0%	10%	13.0%	11.5%	14.5%	400	300	Jan-24	13.0%	10%	13.0%	11.5%	14.5%	400	300	Feb-24	13.0%	10%	13.0%	11.5%	14.5%	400	300	Mar-24	11.44%	10%	13.0%	11.5%	14.5%	400	300
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Sickness absence related to stress / anxiety	Strategic	2.6% of the 6.6% (39.04% of all absence)	Apr 25	2.2% of the 5.78% (38.01% of all absence)	N/a	<p>Sickness Absence</p> <table border="1"> <thead> <tr> <th>Month</th> <th>Sickness R12 Month Rate</th> <th>Target</th> <th>Mean</th> <th>LCL</th> <th>UCL</th> <th>Stress/Anxiety</th> </tr> </thead> <tbody> <tr><td>Mar-23</td><td>7.0%</td><td>5.0%</td><td>6.5%</td><td>5.5%</td><td>7.5%</td><td>2.5%</td></tr> <tr><td>Apr-23</td><td>6.5%</td><td>5.0%</td><td>6.5%</td><td>5.5%</td><td>7.5%</td><td>2.5%</td></tr> <tr><td>May-23</td><td>6.5%</td><td>5.0%</td><td>6.5%</td><td>5.5%</td><td>7.5%</td><td>2.5%</td></tr> <tr><td>Jun-23</td><td>6.5%</td><td>5.0%</td><td>6.5%</td><td>5.5%</td><td>7.5%</td><td>2.5%</td></tr> <tr><td>Jul-23</td><td>6.5%</td><td>5.0%</td><td>6.5%</td><td>5.5%</td><td>7.5%</td><td>2.5%</td></tr> <tr><td>Aug-23</td><td>6.5%</td><td>5.0%</td><td>6.5%</td><td>5.5%</td><td>7.5%</td><td>2.5%</td></tr> <tr><td>Sep-23</td><td>6.5%</td><td>5.0%</td><td>6.5%</td><td>5.5%</td><td>7.5%</td><td>2.5%</td></tr> <tr><td>Oct-23</td><td>6.5%</td><td>5.0%</td><td>6.5%</td><td>5.5%</td><td>7.5%</td><td>2.5%</td></tr> <tr><td>Nov-23</td><td>6.5%</td><td>5.0%</td><td>6.5%</td><td>5.5%</td><td>7.5%</td><td>2.5%</td></tr> <tr><td>Dec-23</td><td>6.5%</td><td>5.0%</td><td>6.5%</td><td>5.5%</td><td>7.5%</td><td>2.5%</td></tr> <tr><td>Jan-24</td><td>6.5%</td><td>5.0%</td><td>6.5%</td><td>5.5%</td><td>7.5%</td><td>2.5%</td></tr> <tr><td>Feb-24</td><td>6.5%</td><td>5.0%</td><td>6.5%</td><td>5.5%</td><td>7.5%</td><td>2.5%</td></tr> <tr><td>Mar-24</td><td>2.2%</td><td>5.0%</td><td>6.5%</td><td>5.5%</td><td>7.5%</td><td>2.5%</td></tr> </tbody> </table>	Month	Sickness R12 Month Rate	Target	Mean	LCL	UCL	Stress/Anxiety	Mar-23	7.0%	5.0%	6.5%	5.5%	7.5%	2.5%	Apr-23	6.5%	5.0%	6.5%	5.5%	7.5%	2.5%	May-23	6.5%	5.0%	6.5%	5.5%	7.5%	2.5%	Jun-23	6.5%	5.0%	6.5%	5.5%	7.5%	2.5%	Jul-23	6.5%	5.0%	6.5%	5.5%	7.5%	2.5%	Aug-23	6.5%	5.0%	6.5%	5.5%	7.5%	2.5%	Sep-23	6.5%	5.0%	6.5%	5.5%	7.5%	2.5%	Oct-23	6.5%	5.0%	6.5%	5.5%	7.5%	2.5%	Nov-23	6.5%	5.0%	6.5%	5.5%	7.5%	2.5%	Dec-23	6.5%	5.0%	6.5%	5.5%	7.5%	2.5%	Jan-24	6.5%	5.0%	6.5%	5.5%	7.5%	2.5%	Feb-24	6.5%	5.0%	6.5%	5.5%	7.5%	2.5%	Mar-24	2.2%	5.0%	6.5%	5.5%	7.5%	2.5%														
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Key Performance Indicators

Best Place to Work: Theme 2: Belonging in our organisation

Metric	Type	Year End Position 2023/24	Reporting month	Performance	Target	SPC / trend
WRES data (number areas improved out of 8)	Strategic	5/8 improved	2023/24	5/8 improved	8/8	The WRES/WDES figures are reported Nationally on an annual basis. The figures are closely monitored alongside the Trust's EDI programme.
WDES data (number areas improved out of 12)	Strategic	8/12 improved	2023/24	8/12 improved	12/12	
Gender pay gap (number areas improved out of 2)	Strategic	1/2 improved	2023/24	1/2 improved	2/2	The average (Mean) GPG in favour of males reduced from 2023. The median GPG increased however the increase was in favour of females.
Number of grievances involving discrimination & Proportion disciplinaries involving BAME staff	Strategic	1 Grievance 12 Disciplinaries (15.38% of all ER Casework)	Apr 25	2 Grievances 15 Disciplinaries (36% of all ER Casework-excluding sickness)	N/a	
Annual Appraisal Rates	Strategic	69.08%	Apr 25	73.91%	80%	

Key Performance Indicators

Best Place to Work: Theme 3: New Ways of Working and Delivering Care

Metric	Type	Year End Position 2023/24	Reporting month	Performance	Target	SPC / trend
Bank and Agency Fill rates	Strategic	91.4% 6.63% Agency 84.81% Bank 8.56% Unfilled	Apr 25	86.1% 6.01% Agency 80.1% Bank 13.88% Unfilled	100%	A reduction in bank and an increase in agency and unfilled duties. Top 3 reasons for bookings are Increased Observations, Vacancy and High Patient Acuity
Bank and Agency Shifts	Strategic	5956 requested 395 Agency 5051 Bank 510 Unfilled	Apr 25	5483 requested 327 Agency 4356 Bank 755 Unfilled	N/a	
Bank & Agency Usage (WTE)	Strategic	30.01 Agency 313.70 Bank Ratio: 8.73% Agency 91.27% Bank	Apr 25	43.76 Agency 274.35 Bank Ratio: 13.76% Agency 86.24% Bank	N/a	
Vacancy rates	Strategic	7.4%	Apr 25	9.9%	10%	Reduction

Best Place to Work: Theme 4: Growing for the future

Metric	Type	Year End Position 2023/24	Reporting month	Performance	Target	SPC / trend
Number of apprenticeships	Strategic	116	Apr 25	121	63	No Change
Number 'new' roles recruited to (inc NAs and ANPs)	Strategic	1	Apr 25	-5	N/a	Reduction

Strategic Priorities – Assurance Level

Delivering Best Quality Services: We will consistently deliver good quality, safe and effective mental health and physical health services, making every contact count and meeting the needs of our communities, with a focus on reducing health inequalities.

<p>Theme 1: Access & Flow – we will</p> <ul style="list-style-type: none"> • Implement ‘right care, right place, right time’ service delivery models to improve choice, access, reduce waiting times and enhance continuity in care, including working with our partners and those in our services, to identify where digitally enabled services will improve accessibility and experience. • Enhance collaboration between mental, physical community health services, and social care and system partners for all services to ‘make every contact count’ and to bring new and innovative ways of working to our communities. • Work collaboratively with partners in a locality-based model to reduce health inequalities by using data and evidence-based practices to maximise the impact and outcomes 	<p>We will know we have been successful when:</p> <ul style="list-style-type: none"> • We will have a coherent set of metrics to track performance and safety, highlight inequalities experienced by protected equality groups, identify improvements and consistently benchmark with others. • We can demonstrate equitable access to all of our services. • Use high quality information and analysis to drive predictive health interventions, clinical decision making and service planning to reduce health inequalities. • Service users have the choice to access our services using safe and secure digital tools where appropriate, to stay as healthy as possible. 	<p>Confirmed Current Assurance Level (QSC – quality perspective):</p> <p>2. Limited</p> <hr/> <p>Confirmed Current Assurance Level (Finance and Performance perspective):</p> <p>1. Low</p>
<p>Theme 2: Learning for improvement – we will</p> <ul style="list-style-type: none"> • Share best practice and learning across integrated multi-disciplinary teams, to improve clinical effectiveness and social impact for service users, carers and families. • Continue to embed the Care Trust Way training and support in service delivery to support continuous quality improvement, adopt innovation and reduce waste. 	<p>We will know we have been successful when:</p> <ul style="list-style-type: none"> • We consistently adopt a continuous improvement approach, share learning and creating opportunities for our people to develop their improvement and innovation skills. • We have a vibrant portfolio of research that guides clinical and service decisions 	<p>Confirmed Current Assurance Level:</p> <p>3. Significant</p>

Strategic Priorities – Assurance Level

Delivering Best Quality Services: We will consistently deliver good quality, safe and effective mental health and physical health services, making every contact count and meeting the needs of our communities, with a focus on reducing health inequalities.

Theme 3: Improving the experience of people who use our services – we will

- Embrace and apply the principles of trauma informed care in the way we offer services to people and their families consistently, underpinned by training and development for staff.
- Ensure the voices of people in our services help shape our continuous improvement journey.
- Enable better decision-making and choice on care provision and clinical practice through more active involvement of our service users, in particular those disproportionately represented in our services whose voices we don't hear

We will know we have been successful when:

- People who use our services are telling us that they have had a positive experience, including those who are waiting for treatment.
- We have embedded service user involvement throughout the organisation, including developing patient leadership roles.
- We have a coordinated approach to supporting children, young people, carers and their families that improves outcomes and experience.
- We have reduced the reliance on temporary staffing across services.
- We have implemented the Patient and Carer Race Equality Framework requirements.

Confirmed Current Assurance Level (QSC):

2. Limited

Confirmed Current Assurance Level (MHLC – restrictive practices):

3. Significant

Key Performance Indicators

Best Quality Services: Theme 1: Access & Flow

Metric	Type	Reporting Month/Year	Performance	Target	Variation	Assurance	Mean	SPC / trend chart
Number of people with inpatient length of stay <=3 days	Strategic	Nov 24	3	TBC			3	
Number of people with inpatient length of stay > 60 days	Strategic	Nov 24	11	0			14	
Consultant led waiting times (incomplete) referral to treatment	Strategic	Nov 24	57.2%	92%			61.7%	
Inappropriate Out of area bed days	Strategic	Nov 24	463				570	

Key Performance Indicators

Best Quality Services: Theme 1: Access & Flow

Metric	Type	Reporting month	Performance	Target	Variation	Assurance	Mean	SPC / trend chart
Reportable Out of Area Placements Monthly Bed Days – Inappropriate	Strategic	Apr 25 Feb-Apr (3m)	158 1284				555	
Number of people with inpatient length of stay <=3 days (Acute wards)	Strategic	Apr 25	1	TBC			3	
Number of people with inpatient length of stay > 60 days (Acute wards)	Strategic	Apr 25	16	0			14	
Consultant led waiting times (incomplete) referral to treatment	Strategic	Apr 25	69.4%	92%			69.6%	

Key Performance Indicators

Best Quality Services: Theme 2: Learning for Improvement

Metric	Type	Reporting month	Performance	Target	Summary																										
Number of staff speaking up through Freedom to Speak Up Guardian Route	Supporting	(YTD) March 25	24	N/A																											
% of staff trained as a CTW Champion	Strategic	March 25	41.5%	50%																											
% of staff trained as a CTW Leader	Strategic	March 25	22.3%	20%																											
% of staff trained as a CTW Practitioner	Strategic	March 25	33.3%	3%																											
% of staff trained as a CTW Sensei	Strategic	March 25	74.3%	0.5%																											
No of participants in research studies (YTD)	Strategic	March 25	22	400	<table border="1"> <caption>Total Number of Recruits per Month</caption> <thead> <tr> <th>Month</th> <th>Recruits</th> </tr> </thead> <tbody> <tr><td>Feb 2024</td><td>400</td></tr> <tr><td>Mar 2024</td><td>26</td></tr> <tr><td>Apr 2024</td><td>29</td></tr> <tr><td>May 2024</td><td>27</td></tr> <tr><td>Jun 2024</td><td>23</td></tr> <tr><td>Jul 2024</td><td>24</td></tr> <tr><td>Aug 2024</td><td>33</td></tr> <tr><td>Sep 2024</td><td>22</td></tr> <tr><td>Oct 2024</td><td>22</td></tr> <tr><td>Nov 2024</td><td>27</td></tr> <tr><td>Dec 2024</td><td>28</td></tr> <tr><td>Jan 2025</td><td>22</td></tr> </tbody> </table>	Month	Recruits	Feb 2024	400	Mar 2024	26	Apr 2024	29	May 2024	27	Jun 2024	23	Jul 2024	24	Aug 2024	33	Sep 2024	22	Oct 2024	22	Nov 2024	27	Dec 2024	28	Jan 2025	22
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Key Performance Indicators

Best Quality Services: Theme 3: Improving the experience of people who use our services

Metric	Type	Reporting month	84Performance	Target	Variation	Assurance	Mean	SPC / trend chart
No of patient safety incidents relating to people whilst waiting for services*	Strategic	March 25	84	0	N/A	N/A	N/A	
No of complaints relating to people whilst waiting for services**	Strategic	March 25	14	0	N/A	N/A	N/A	
FFT / local patient survey – patient experience score	Strategic	March 25	97	90%	N/A	N/A	N/A	
No of patient safety incidents resulting in moderate or major harm	Strategic	March 25	37	0	N/A	N/A	N/A	

* defined by subcategories: Admission: Bed Shortage, Failure/Delay to access service, Cancellation of clinic/appointment, Cancelled therapeutic activity, Delay in referral, Treatment or procedure delay/failure

** defined by subcategories: Appointment Cancellations , Waiting For Appointment/Visit, Length Of Waiting List

Strategic Priorities – Assurance Summary

Making Best Use of Resources: We will deliver effective and sustainable services, considering the environmental impact and social value of everything we do

<p>Theme 1: Financial Sustainability – we will</p> <ul style="list-style-type: none"> • Ensure that all operational services and corporate functions optimise the use of resources, deliver best value and reduce waste within agreed budgets and with regard to environmental and social impacts 	<p>We will know we have been successful when:</p> <ul style="list-style-type: none"> • We are consistently delivering a financially balanced position at Trust and care group level. • We can demonstrate the return on investment and value for money of investments in our physical and digital infrastructure 	<p>CONFIRMED Current Assurance Level: 1. Low</p>
<p>Theme 2: Our environment and workspaces – we will</p> <ul style="list-style-type: none"> • Ensure that our people have opportunities to shape, test and implement digital solutions to stimulate innovation and creativity in service delivery. • Co-design a revised green plan to embed sustainable healthcare models and to continually drive environmental improvements and innovation. • Co-design spaces that meet the needs of our people and service users, are energy efficient and decarbonising and, where possible, use existing facilities in our neighbourhoods to reduce duplication and deliver care closer to home. • Provide a robust, resilient and secure digital infrastructure that enables our people to do their job from anywhere, anytime 	<p>We will know we have been successful when:</p> <ul style="list-style-type: none"> • Services are co-located in shared health and care delivery spaces across Bradford and Craven, reducing our overall footprint. • Sustainability and efficiency are embedded into all refurbishment and new build projects, using sustainability principles, completing sustainability impact assessments and taking account of NHS England’s targets and guidance. • We will have achieved the targets set out in our Trust’s green plan by focusing on reducing waste, increasing recycling and reducing our carbon emissions. • We have assessed our organisation as being digitally mature, including meeting/ exceeding all 10 standards within the data security protection toolkit 	<p>CONFIRMED Current Assurance Level: 1. Low</p>
<p>Theme 3: Giving back to our communities – we will</p> <ul style="list-style-type: none"> • Contribute to the social, economic and cultural development of our place through social value led approaches, programmes and procurement 	<p>We will know we have been successful when:</p> <ul style="list-style-type: none"> • We can demonstrate that social value is built into all material investment and procurements. • We have delivered the ambitions in our joint climate change adaptation plan, shared with Bradford Teaching Hospitals NHS Trust and Airedale NHS Foundation Trust. 	<p>CONFIRMED Current Assurance Level: 2. Limited</p>

Strategic Priorities – Assurance Summary

Good governance: Good governance, accountability and effective oversight

<p>We will Have in place good governance arrangements that ensure we make the best decisions</p>	<p>We will know we have been successful when: We have well embedded governance processes that are clear and effective</p>	<p>CONFIRMED Current assurance level: 3. Significant</p>
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