

Please ask for: Chief Executive's Personal Assistant

**Trust Headquarters**

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20 February 2013

Dear Councillor Klein,

Further to the Committee meeting attended by Peter Homa in December 2012, I am pleased to provide our third quarterly update which describes in detail our continued improvement for cancelled operations performance.

In this update I include:

- An update on our performance for cancelled operations October-December 2012 (Quarter 3), January 2013 and February (to date)
- The latest comparative performance data published by the Department of Health for 'on the day' cancellations covering Quarter 3 for 2012/13

**QUARTERLY UPDATE: 3**

Please find below our third quarterly update for the Joint Health Scrutiny Committee, covering each area in turn where information has been requested by the Committee.

**Levels of last minute ('on the day') & prior to the day non-clinical cancelled operations**

I am pleased to report we continue to sustain our improvement. Our Chief Executive's Team continues to review all cancellations weekly and Trust Board monthly so that progress is closely monitored. We publish our performance in our integrated performance report monthly (as in Tables 1-5).

We have completed a number of actions as part of our ongoing improvement plan to increase our capacity and flexibility so we are better equipped to manage our elective and emergency pathways effectively.

We have:

- Opened over 80 additional medical beds at QMC since Summer 2012 (including 22 additional beds on Ward B50 at QMC in January 2013. This ward is for patients with continuing rehabilitation needs who are transferred from our healthcare of the elderly wards)
- Increased critical care capacity by 4 beds
- We reduced our elective activity from December at QMC and City Hospital. This scaled back elective activity will continue at QMC to the end of Quarter 4 to create extra capacity and safe care for emergency patient during winter. Much of our elective activity at City Hospital is protected so that when we do see an increase in emergency demand at QMC, there is little disruption for our elective patients
- We are working with clinical colleagues to review the theatre scheduling process
- We have implemented a new escalation policy to ensure senior managerial and clinical input before any operation is cancelled
- The cause of all cancellations is investigated
- Additional theatre equipment is being purchased to reduce any delays in turnaround time (for equipment to go through the sterile process)
- We are working to create an ordering system which will ensure all equipment is prepared and in theatre the night before the operation to minimise disruption to theatre lists
- Work is underway to align our elective theatre timetable with our critical care availability

Please refer to Table 1 and 2 (below) for monthly figures for NUH (for 'on the day' and 'total' cancellations) for all reasons January- December 2012 and Table 5 (also below) for the percentage of cancellations (vs total admissions) for the same period.

### **In summary:**

#### **'Prior to the day' performance**

October- December 2012 we cancelled 368 operations 'prior to the day'. In the same period we did a total of 21,666 elective operations at our hospitals. This compares to 1,859 'prior to the day' cancellations January-March 2012, 656 April-June 2012 and 428 July-December 2012, showing a sustained quarterly improvement. We are unable to compare Quarter 3 2012 with the same quarter in 2011 as we did not collect and report 'prior to the day' cancellations before 2012.

#### **'On the day' performance**

October-December 2012 we cancelled 241 operations 'on the day'. This compares to 454 January-March 2012, 286 April to June 2012 and 193 July-September 2012.

Our 'on the day' cancellations increased in Quarter 3 compared to the previous quarter. Quarters 3 and 4 are typically our busiest quarters of the year when winter pressures and demand on our services is greatest. The comparative figures for all NHS Trusts (Appendix 1) shows that most trusts recorded an increase in 'on the day' cancelled operations in Quarter 3 compared to the previous quarter. In January, we achieved the national 'on the day' cancelled operation standard (0.78% vs the 0.8% standard), the 18 week standard and the emergency access standard. Exceeding all of these important standards in one of our busiest months of the year makes this achievement all the more significant.

Our patients are receiving more timely access to care and a better experience if we compare our performance for cancelled operations this January with last. In January 2012, 181 patients (2.37% of all operations cancelled) were cancelled 'on the day' compared to 59 (0.78%) January 2013.

At the time of writing (20 February 2013), we remain on track to ensure our 'on the day' cancelled operations standard is achieved for two consecutive months.

## DEFINITIONS

- **'On the day' (or 'last minute')** means on or after the day the patient was due to be admitted for their operation (usually on the planned day of the surgery). For example: if a patient is admitted on a Monday for an operation on Tuesday and we cancel the operation on Monday or Tuesday, this would count as an 'on the day' cancellation.
- **'Prior to the day'** means before the day the patient was due to be admitted for their operation (this can range from one day before to several weeks before the scheduled surgery).

**TABLE 1: Non-Clinical cancelled operations as a % of elective operations**

### 'On the day' non-clinical cancellations (elective)

Reason	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13
Ward Bed Unavailable	123	65	54	48	9	6	15	1	5	24	11	8	7
ICU/HDU Bed Unavailable	14	11	32	23	24	7	12	9	5	10	18	10	5
Clinical Priority	14	19	22	17	44	35	20	29	18	35	29	15	12
Staffing	12	16	23	2	11	9	1	5	6	13	5	11	9
Theatre Time	10	3	9	7	11	10	8	7	10	7	6	4	8
Administrative Error	1	3	3	7	1	5	4	4	11	9	5	3	9
Equipment	5	5	5	5	3	2	10	2	11	9	4	3	6
Other	2	2	1							1		1	3
<b>On the day Cancelled Operations</b>	<b>181</b>	<b>124</b>	<b>149</b>	<b>109</b>	<b>103</b>	<b>74</b>	<b>70</b>	<b>57</b>	<b>66</b>	<b>108</b>	<b>78</b>	<b>55</b>	<b>59</b>
<b>%of Operations cancelled (on the day)</b>	<b>2.37%</b>	<b>1.68%</b>	<b>1.85%</b>	<b>1.59%</b>	<b>1.22%</b>	<b>1.04%</b>	<b>0.87%</b>	<b>0.77%</b>	<b>0.95%</b>	<b>1.33%</b>	<b>1.03%</b>	<b>0.88%</b>	<b>0.78%</b>
<b>Cancelled twice for the same procedure</b>	<b>13</b>	<b>11</b>	<b>11</b>	<b>12</b>	<b>6</b>	<b>2</b>	<b>5</b>	<b>3</b>	<b>1</b>	<b>6</b>	<b>2</b>	<b>1</b>	<b>3</b>
<b>Cancelled 3 times for the same procedure</b>	<b>1</b>	<b>3</b>	<b>4</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Cancelled 4 times or more for the same procedure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**TABLE 2: 'Prior to the day' non-clinical cancelled operations (elective)**

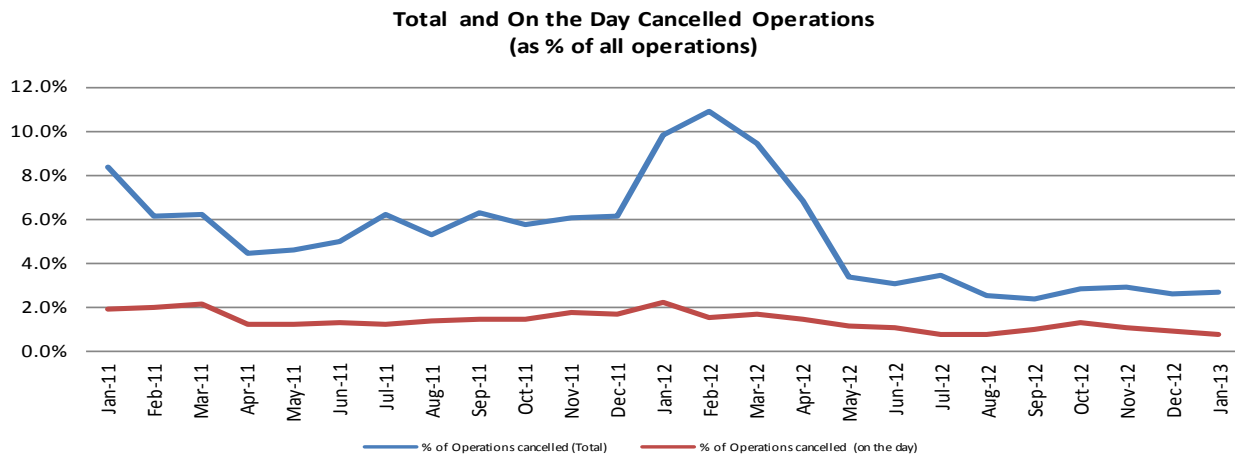
Reason	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13
Ward Bed Unavailable					5	6	5	1	1		1	4	3
ICU/HDU Bed Unavailable						2			1	1		1	1
Clinical Priority					74	51	66	60	64	69	74	60	58
Staffing					60	35	69	28	21	40	58	33	48
Theatre Time					11	3	7	7	3	3		3	19
Administrative Error					4	6	7	10		7	5	3	4
Equipment					7	36	47	18	5		3		9
Other							4	1	1		1	2	3
<b>Prior to the day Cancelled Operations</b>	<b>570</b>	<b>679</b>	<b>610</b>	<b>358</b>	<b>161</b>	<b>137</b>	<b>207</b>	<b>125</b>	<b>96</b>	<b>120</b>	<b>142</b>	<b>106</b>	<b>145</b>
<b>%of Operations cancelled (Prior to the day)</b>	<b>7.45%</b>	<b>9.21%</b>	<b>7.59%</b>	<b>5.21%</b>	<b>1.91%</b>	<b>1.93%</b>	<b>2.57%</b>	<b>1.68%</b>	<b>1.39%</b>	<b>1.48%</b>	<b>1.88%</b>	<b>1.69%</b>	<b>1.92%</b>

**TABLE 3: Total non-clinical cancelled operations (elective)**

Reason	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13
Total Cancelled Operations	751	803	759	467	264	211	277	182	162	228	220	161	204
% of Operations cancelled (Total)	9.82%	10.90%	9.44%	6.79%	3.12%	2.97%	3.43%	2.45%	2.34%	2.81%	2.91%	2.57%	2.70%

**TABLE 4: Cancelled 'prior to the day'**

Cancelled twice for the same procedure	6	17	27	9	9	18	6	8	20
Cancelled 3 times for the same procedure	0	8	15	6	2	2	3	1	2
Cancelled 4 times or more for the same procedure	0	0	5	1	0	0	0	0	0

**TABLE 5: percentage of cancellations (vs total admissions)**

## Overall improvement summary & future focus

NUH has made significant progress in reducing the number of cancelled operations during this year, both 'on the day' and 'prior to the day'.

We have significantly reduced cancellations due to ward bed unavailability (43 in Quarter 3 2012 Vs 242 in Quarter 4 of 2011/12 (Jan-March 2012). In January 2013 we had 11 cancellations due to ward bed unavailability.

Our total cancellation rate October to December 2012 was 2.76% compared to 10% January-March 2012.

Our focus in 2013 is to achieve the standard month-on-month and continue to reduce cancellations for all reasons. Further work is underway to understand how we can make this step change. We will do further work within NUH and continue to learn from better performing organisations in our peer group. One of our biggest reasons for cancellations is clinical priority. One of our next pieces of work will be to work at individual surgeon list level to analyse where we can reduce cancellations further across each specialty. Only by drilling down to this level of detail will we be able to take our performance to the next phase.

## **Comparator information from similar major trusts in the region**

The Department of Health publishes comparative information for all NHS Trusts on a quarterly basis. This allows NUH to see how we compare with our peer organisations (and other Trusts around the region) for 'on the day' cancellations. The recently-published Department of Health figures for Quarter 3 'on the day' cancellations (8 February 2013) demonstrate that NUH's position compared to peer hospitals has improved throughout 2012.

NUH had 193 'on the day' cancellations for Quarter 2, compared to 286 in Quarter 1 (April-June 2012) and 454 'on the day' cancellations the previous quarter (December 2011-March 2012), as previously shared with the Committee.

In summary (compared to Quarter 2):

### **NUH – 241 (193)**

Leicester – 340 (202)

Barts – 267 (243)

UCL – 223 (152)

Sheffield – 329 (215)

Leeds - 317 (188)

Sherwood Forest – 106 (59)

Derby – 71 (61)

Southampton (92)

South London Healthcare - 298 (372)

We are confident that the Quarter 4 figures for 2012/13 will show a further improvement in our performance as a result of the ongoing actions we are taking to reduce cancellations as described earlier in this paper.

**TABLE 5 - Cancellation rate for NUH and peer Trusts per quarter for 11/12-12/13 by rate**

Provider Description	Q1 2011/12	Q2 2011/12	Q3 2011/12	Q4 2011/12	Q1 2012/13	Q2 2012/13	Q3 2012/13	Past 7 Quarters
CAMBRIDGE UNIVERSITY HOSPITALS NHS FOUNDATION TRUST	0.4%	0.5%	1.0%	1.2%	1.3%	1.1%	1.3%	1.0%
CENTRAL MANCHESTER UNIVERSITY HOSPITALS NHS FOUNDATION TRUST	0.4%	0.5%	0.6%	0.8%	0.4%	0.4%	0.7%	0.5%
LANCASHIRE TEACHING HOSPITALS NHS FOUNDATION TRUST	0.4%	0.5%	0.7%	0.8%	0.9%	0.7%	0.6%	0.7%
LEEDS TEACHING HOSPITALS NHS TRUST	0.8%	0.8%	1.1%	1.1%	1.1%	0.8%	1.3%	1.0%
NOTTINGHAM UNIVERSITY HOSPITALS NHS TRUST	1.2%	1.3%	2.0%	2.0%	1.2%	0.8%	1.1%	1.4%
NOTTINGHAM UNIVERSITY HOSPITALS NHS TRUST + TC Activity	1.0%	1.0%	1.5%	1.5%	1.0%	0.7%	0.8%	1.1%
OXFORD UNIVERSITY HOSPITALS NHS TRUST	0.7%	1.0%	1.1%	1.0%	Data not returned	Data not returned	Data not returned	1.0%
ROYAL LIVERPOOL AND BROADGREEN UNIVERSITY HOSPITALS NHS TRUST	0.4%	0.5%	0.5%	0.6%	0.6%	0.4%	0.7%	0.5%
SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST	0.8%	0.9%	1.0%	0.9%	0.9%	0.7%	1.1%	0.9%
THE NEWCASTLE UPON TYNE HOSPITALS NHS FOUNDATION TRUST	0.3%	0.4%	0.3%	0.3%	0.3%	0.4%	0.3%	0.3%
UNIVERSITY HOSPITAL SOUTHAMPTON NHS FOUNDATION TRUST	1.1%	0.9%	0.7%	0.8%	1.0%	0.6%	1.2%	0.9%
UNIVERSITY HOSPITALS BIRMINGHAM NHS FOUNDATION TRUST	0.7%	1.1%	1.0%	1.3%	0.9%	1.1%	1.1%	1.0%
UNIVERSITY HOSPITALS BRISTOL NHS FOUNDATION TRUST	1.0%	0.8%	0.8%	0.9%	1.3%	0.9%	1.1%	0.9%
UNIVERSITY HOSPITALS OF LEICESTER NHS TRUST	1.4%	1.3%	1.5%	1.5%	1.2%	0.8%	1.3%	1.3%
<b>Peer Average</b>	<b>0.8%</b>	<b>0.8%</b>	<b>1.0%</b>	<b>1.1%</b>	<b>0.9%</b>	<b>0.7%</b>	<b>1.0%</b>	<b>1.3%</b>

### Benchmarking performance against the national standard, where available

Please see above. The Department of Health comparative data (which is published quarterly) is only available for 'on the day' cancellations. We believe we are first trust in the country to report 'total' cancellations. As these numbers are not routinely collected or made available, as such no comparative data is currently available.

**An assessment of the knock-on effect of the upsurge in cancellations on waiting times for non-urgent elective operations, the Committee being concerned that patients suffering cancellations could potentially face ever-longer waiting times for rescheduled operations.**

We continue to prioritise patients who have operations cancelled when booking operations, to ensure patients have their operations as soon as possible. We have increased the number of patients who we readmit within the 28 day national standard compared to earlier this year.

We have more work to do to improve our performance Vs the 28 day readmission percentage although our performance has improved between October 12 and January 13. April 12 – 25 patients (were not readmitted within 28 days), May 12 – 15 patients, June 12 – 11, July 12 – 6, August 12 – 7, September 12 – 9, October 12 – 8, November 12 – 8, December 12 – 8 and January 13 – 5 (8.33%). The national target is 5%. See Appendix 1 for our performance Vs our peer organisations.

Actions taken to improve our performance include:

- A strengthened escalation process to ensure all possible options for rearranging are considered early and acted upon
- Proactive tracking of re-dated patients to support admission of patient and avoid further cancellations
- Proactive work with our clinical and surgical colleagues to create capacity where cancellations occur
- Learning from other peer organisations

There are a very small number of cases each month where either the complexity of the treatment and the resources required to deliver it or the prioritisation of more clinically-urgent patients means it is not possible to offer earlier dates without compromising patient safety or subjecting another patient to cancellation.

If there is any further information that I can provide in advance of the Committee meeting on 12 March 2013 please do not hesitate to contact me. I look forward to seeing you at next month's meeting.

Yours sincerely,

Jenny Leggott  
Director of Nursing & Midwifery & Deputy Chief Executive

## Appendix 1 – Department of Health Quarter 3 ‘on the day’ cancellations – for all NHS trusts

Organisation Name	Number of last minute elective operations cancelled for non-clinical reasons	Number of patients not treated within 28 days of last minute elective cancellation	Total Elective Operations (based on pro rata data because only Oct and Nov 12 data available from HES)	Rate	Rank
<b>England</b>	<b>16,211</b>	<b>651</b>	<b>1,965,684</b>	<b>0.8%</b>	

SOUTH TYNESIDE NHS FOUNDATION TRUST	23	0	4293	0.5%	47
CITY HOSPITALS SUNDERLAND NHS FOUNDATION TRUST	62	0	21223	0.3%	17
GATESHEAD HEALTH NHS FOUNDATION TRUST	26	0	7027	0.4%	27
THE NEWCASTLE UPON TYNE HOSPITALS NHS FOUNDATION TRUST	112	0	37411	0.3%	19
NORTHUMBRIA HEALTHCARE NHS FOUNDATION TRUST	42	1	15522	0.3%	15
SOUTH TEES HOSPITALS NHS FOUNDATION TRUST	164	14	21781	0.8%	93
NORTH TEES AND HARTLEPOOL NHS FOUNDATION TRUST	40	0	11008	0.4%	26
COUNTY DURHAM AND DARLINGTON NHS FOUNDATION TRUST	94	0	16840	0.6%	50
WIRRAL UNIVERSITY TEACHING HOSPITAL NHS FOUNDATION TRUST	58	11	13204	0.4%	33
ST HELENS AND KNOWSLEY HOSPITALS NHS TRUST	51	0	11125	0.5%	37
LIVERPOOL HEART AND CHEST NHS FOUNDATION TRUST	17	0	2466	0.7%	80
ALDER HEY CHILDREN'S NHS FOUNDATION TRUST	12	1	6268	0.2%	10
MID CHESHIRE HOSPITALS NHS FOUNDATION TRUST	117	21	7863	1.5%	153
THE CHRISTIE NHS FOUNDATION TRUST	0	0	3499	0.0%	1
AINTREE UNIVERSITY HOSPITAL NHS FOUNDATION TRUST	91	5	11802	0.8%	99
LIVERPOOL WOMEN'S NHS FOUNDATION TRUST	25	3	2974	0.8%	110
THE WALTON CENTRE NHS FOUNDATION TRUST	41	2	1995	2.1%	162
EAST CHESHIRE NHS TRUST	30	0	4143	0.7%	89
COUNTRESS OF CHESTER HOSPITAL NHS FOUNDATION TRUST	69	2	9994	0.7%	81
UNIVERSITY HOSPITAL OF SOUTH MANCHESTER NHS FOUNDATION TRUST	167	2	12471	1.3%	144
SALFORD ROYAL NHS FOUNDATION TRUST	74	0	11776	0.6%	65
BOLTON NHS FOUNDATION TRUST	67	0	8736	0.8%	98
TAMESIDE HOSPITAL NHS FOUNDATION TRUST	49	3	5686	0.9%	113
NORTH CUMBRIA UNIVERSITY HOSPITALS NHS TRUST	115	13	13129	0.9%	115
ROYAL LIVERPOOL AND BROADGREEN UNIVERSITY HOSPITALS NHS TRUST	88	0	14550	0.6%	61
WRIGHTINGTON, WIGAN AND LEIGH NHS FOUNDATION TRUST	111	8	12981	0.9%	112
UNIVERSITY HOSPITALS OF MORECAMBE BAY NHS FOUNDATION TRUST	142	10	12823	1.1%	128
SOUTHPORT AND ORMSKIRK HOSPITAL NHS TRUST	48	1	7914	0.6%	62
CENTRAL MANCHESTER UNIVERSITY HOSPITALS NHS FOUNDATION TRUST	156	5	26961	0.6%	55
PENNINE ACUTE HOSPITALS NHS TRUST	176	0	25704	0.7%	78
STOCKPORT NHS FOUNDATION TRUST	103	0	10098	1.0%	123
WARRINGTON AND HALTON HOSPITALS NHS FOUNDATION TRUST	130	2	9886	1.3%	142
BLACKPOOL TEACHING HOSPITALS NHS FOUNDATION TRUST	82	0	17017	0.5%	39
LANCASHIRE TEACHING HOSPITALS NHS FOUNDATION TRUST	111	4	18052	0.6%	64



EAST LANCASHIRE HOSPITALS NHS TRUST	118	2	15625	0.8%	94
BRADFORD TEACHING HOSPITALS NHS FOUNDATION TRUST	218	1	16494	1.3%	143
YORK TEACHING HOSPITAL NHS FOUNDATION TRUST	147	10	19227	0.8%	97
HARROGATE AND DISTRICT NHS FOUNDATION TRUST	47	0	7957	0.6%	59
AIREDALE NHS FOUNDATION TRUST	32	0	7309	0.4%	31
SHEFFIELD CHILDREN'S NHS FOUNDATION TRUST	17	0	4921	0.3%	21
BARNSELY HOSPITAL NHS FOUNDATION TRUST	31	0	7813	0.4%	30
THE ROTHERHAM NHS FOUNDATION TRUST	69	1	10731	0.6%	69
SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST	329	0	33157	1.0%	121
NORTHERN LINCOLNSHIRE AND GOOLE HOSPITALS NHS FOUNDATION TRUST	102	1	15396	0.7%	72
DONCASTER AND BASSETLAW HOSPITALS NHS FOUNDATION TRUST	179	0	15196	1.2%	132
LEEDS TEACHING HOSPITALS NHS TRUST	317	12	26434	1.2%	134
HULL AND EAST YORKSHIRE HOSPITALS NHS TRUST	175	5	23074	0.8%	96
CALDERDALE AND HUDDERSFIELD NHS FOUNDATION TRUST	83	0	14694	0.6%	51
MID YORKSHIRE HOSPITALS NHS TRUST	105	12	18499	0.6%	52
CHESTERFIELD ROYAL HOSPITAL NHS FOUNDATION TRUST	37	0	8397	0.4%	34
SHERWOOD FOREST HOSPITALS NHS FOUNDATION TRUST	106	1	11194	0.9%	118
KETTERING GENERAL HOSPITAL NHS FOUNDATION TRUST	146	2	10497	1.4%	150
NORTHAMPTON GENERAL HOSPITAL NHS TRUST	188	6	12795	1.5%	152
DERBY HOSPITALS NHS FOUNDATION TRUST	71	7	20127	0.4%	25
UNITED LINCOLNSHIRE HOSPITALS NHS TRUST	349	67	20817	1.7%	158
UNIVERSITY HOSPITALS OF LEICESTER NHS TRUST	340	23	28089	1.2%	135
NOTTINGHAM UNIVERSITY HOSPITALS NHS TRUST	241	24	23932	1.0%	122
DERBYSHIRE COMMUNITY HEALTH SERVICES NHS TRUST	30	0	4354	0.7%	79
SHROPSHIRE COMMUNITY HEALTH NHS TRUST	0	0	447	0.0%	1
WALSALL HEALTHCARE NHS TRUST	60	0	8283	0.7%	90
SOUTH WARWICKSHIRE NHS FOUNDATION TRUST	46	0	7789	0.6%	58
MID STAFFORDSHIRE NHS FOUNDATION TRUST	64	0	9133	0.7%	84
UNIVERSITY HOSPITAL OF NORTH STAFFORDSHIRE NHS TRUST	287	2	17101	1.7%	159
BURTON HOSPITALS NHS FOUNDATION TRUST	175	8	8038	2.2%	163
UNIVERSITY HOSPITALS COVENTRY AND WARWICKSHIRE NHS TRUST	139	3	19065	0.7%	91
THE ROBERT JONES AND AGNES HUNT ORTHOPAEDIC HOSPITAL NHS FOUNDATION TRUST	25	0	3732	0.7%	74
THE ROYAL WOLVERHAMPTON NHS TRUST	197	0	14703	1.3%	145
WYE VALLEY NHS TRUST	22	0	5851	0.4%	28
GEORGE ELIOT HOSPITAL NHS TRUST	31	0	4594	0.7%	75
BIRMINGHAM WOMEN'S NHS FOUNDATION TRUST	4	0	808	0.5%	43
THE DUDLEY GROUP NHS FOUNDATION TRUST	81	0	13507	0.6%	60
BIRMINGHAM CHILDREN'S HOSPITAL NHS FOUNDATION TRUST	101	2	6436	1.6%	155
HEART OF ENGLAND NHS FOUNDATION TRUST	180	0	23938	0.8%	92
THE ROYAL ORTHOPAEDIC HOSPITAL NHS FOUNDATION TRUST	9	0	3202	0.3%	16
UNIVERSITY HOSPITALS BIRMINGHAM NHS FOUNDATION TRUST	150	0	15351	1.0%	120
WORCESTERSHIRE ACUTE HOSPITALS NHS TRUST	146	3	17406	0.8%	109

SANDWELL AND WEST BIRMINGHAM HOSPITALS NHS TRUST	100	0	16965	0.6%	57
SHREWSBURY AND TELFORD HOSPITAL NHS TRUST	276	18	14871	1.9%	160
BIRMINGHAM COMMUNITY HEALTHCARE NHS TRUST	5	0	778	0.6%	68
SOUTHEND UNIVERSITY HOSPITAL NHS FOUNDATION TRUST	152	11	13710	1.1%	129
BEDFORD HOSPITAL NHS TRUST	56	2	6703	0.8%	108
LUTON AND DUNSTABLE HOSPITAL NHS FOUNDATION TRUST	60	5	9495	0.6%	66
THE QUEEN ELIZABETH HOSPITAL, KING'S LYNN, NHS FOUNDATION TRUST	75	5	10578	0.7%	86
BASILDON AND THURROCK UNIVERSITY HOSPITALS NHS FOUNDATION TRUST	178	17	9262	1.9%	161
COLCHESTER HOSPITAL UNIVERSITY NHS FOUNDATION TRUST	45	0	10090	0.4%	35
PAPWORTH HOSPITAL NHS FOUNDATION TRUST	81	5	5215	1.6%	154
PETERBOROUGH AND STAMFORD HOSPITALS NHS FOUNDATION TRUST	185	10	11574	1.6%	156
JAMES PAGET UNIVERSITY HOSPITALS NHS FOUNDATION TRUST	56	2	8403	0.7%	73
IPSWICH HOSPITAL NHS TRUST	96	0	12135	0.8%	102
WEST SUFFOLK NHS FOUNDATION TRUST	70	0	7648	0.9%	117
CAMBRIDGE UNIVERSITY HOSPITALS NHS FOUNDATION TRUST	236	7	20878	1.1%	131
NORFOLK AND NORWICH UNIVERSITY HOSPITALS NHS FOUNDATION TRUST	200	26	25890	0.8%	100
MID ESSEX HOSPITAL SERVICES NHS TRUST	198	7	11832	1.7%	157
HINCHINGBROOKE HEALTH CARE NHS TRUST	74	2	5947	1.2%	137
THE PRINCESS ALEXANDRA HOSPITAL NHS TRUST	75	2	7743	1.0%	119
WEST HERTFORDSHIRE HOSPITALS NHS TRUST	155	12	11526	1.3%	146
EAST AND NORTH HERTFORDSHIRE NHS TRUST	28	0	7966	0.4%	24
CAMBRIDGESHIRE COMMUNITY SERVICES NHS TRUST	0	0	217	0.0%	1
BARTS HEALTH NHS TRUST	267	2	25941	1.0%	124
ROYAL FREE LONDON NHS FOUNDATION TRUST	125	0	10534	1.2%	133
ROYAL NATIONAL ORTHOPAEDIC HOSPITAL NHS TRUST	19	0	3934	0.5%	40
NORTH MIDDLESEX UNIVERSITY HOSPITAL NHS TRUST	13	0	6393	0.2%	11
THE HILLINGDON HOSPITALS NHS FOUNDATION TRUST	56	2	6889	0.8%	105
KINGSTON HOSPITAL NHS TRUST	47	0	6217	0.8%	95
EALING HOSPITAL NHS TRUST	53	1	3783	1.4%	151
BARKING, HAVERING AND REDBRIDGE UNIVERSITY HOSPITALS NHS TRUST	122	3	14962	0.8%	106
WEST MIDDLESEX UNIVERSITY HOSPITAL NHS TRUST	23	0	3771	0.6%	63
GUY'S AND ST THOMAS' NHS FOUNDATION TRUST	143	2	20149	0.7%	87
LEWISHAM HEALTHCARE NHS TRUST	39	5	6126	0.6%	67
CROYDON HEALTH SERVICES NHS TRUST	42	1	8665	0.5%	41
ST GEORGE'S HEALTHCARE NHS TRUST	93	2	13768	0.7%	76
KING'S COLLEGE HOSPITAL NHS FOUNDATION TRUST	162	16	18226	0.9%	116
THE WHITTINGTON HOSPITAL NHS TRUST	31	1	5601	0.6%	48
GREAT ORMOND STREET HOSPITAL FOR CHILDREN NHS FOUNDATION TRUST	29	0	9903	0.3%	18
MOORFIELDS EYE HOSPITAL NHS FOUNDATION TRUST	16	0	7363	0.2%	13
THE ROYAL MARSDEN NHS FOUNDATION TRUST	17	0	4915	0.3%	22
CHELSEA AND WESTMINSTER HOSPITAL NHS FOUNDATION TRUST	9	0	8580	0.1%	7
HOMERTON UNIVERSITY HOSPITAL NHS FOUNDATION TRUST	11	0	5137	0.2%	12
UNIVERSITY COLLEGE LONDON HOSPITALS	223	13	25690	0.9%	114

NHS FOUNDATION TRUST					
ROYAL BROMPTON AND HAREFIELD NHS FOUNDATION TRUST	87	0	7897	1.1%	127
NORTH WEST LONDON HOSPITALS NHS TRUST	112	4	13173	0.9%	111
BARNET AND CHASE FARM HOSPITALS NHS TRUST	86	0	13173	0.7%	71
EPSOM AND ST HELIER UNIVERSITY HOSPITALS NHS TRUST	70	0	12186	0.6%	54
IMPERIAL COLLEGE HEALTHCARE NHS TRUST	177	10	25459	0.7%	82
SOUTH LONDON HEALTHCARE NHS TRUST	298	9	23550	1.3%	138
ROYAL SURREY COUNTY HOSPITAL NHS FOUNDATION TRUST	82	1	11721	0.7%	83
FRIMLEY PARK HOSPITAL NHS FOUNDATION TRUST	66	0	12528	0.5%	46
DARTFORD AND GRAVESHAM NHS TRUST	152	23	6634	2.3%	164
MEDWAY NHS FOUNDATION TRUST	66	0	8041	0.8%	107
QUEEN VICTORIA HOSPITAL NHS FOUNDATION TRUST	4	0	3672	0.1%	8
ASHFORD AND ST PETER'S HOSPITALS NHS FOUNDATION TRUST	32	2	9183	0.3%	23
SURREY AND SUSSEX HEALTHCARE NHS TRUST	100	0	8098	1.2%	136
EAST KENT HOSPITALS UNIVERSITY NHS FOUNDATION TRUST	103	7	23466	0.4%	32
MAIDSTONE AND TUNBRIDGE WELLS NHS TRUST	62	0	11155	0.6%	49
EAST SUSSEX HEALTHCARE NHS TRUST	96	4	14758	0.7%	70
BRIGHTON AND SUSSEX UNIVERSITY HOSPITALS NHS TRUST	87	0	16728	0.5%	45
WESTERN SUSSEX HOSPITALS NHS TRUST	77	4	15838	0.5%	42
ISLE OF WIGHT NHS TRUST	36	6	2647	1.4%	148
HEATHERWOOD AND WEXHAM PARK HOSPITALS NHS FOUNDATION TRUST	257	12	8356	3.1%	166
MILTON KEYNES HOSPITAL NHS FOUNDATION TRUST	91	0	6696	1.4%	147
UNIVERSITY HOSPITAL SOUTHAMPTON NHS FOUNDATION TRUST	187	14	16705	1.1%	130
PORTSMOUTH HOSPITALS NHS TRUST	81	0	16006	0.5%	44
ROYAL BERKSHIRE NHS FOUNDATION TRUST	52	5	11461	0.5%	36
HAMPSHIRE HOSPITALS NHS FOUNDATION TRUST	17	2	13438	0.1%	9
OXFORD UNIVERSITY HOSPITALS NHS TRUST	Data not returned	Data not returned	14758		
SOUTHERN HEALTH NHS FOUNDATION TRUST	18	0	2274	0.8%	103
BUCKINGHAMSHIRE HEALTHCARE NHS TRUST	39	6	12597	0.3%	20
GLOUCESTERSHIRE PCT	0	0	561	0.0%	1
WESTON AREA HEALTH NHS TRUST	10	0	3795	0.3%	14
YEOVIL DISTRICT HOSPITAL NHS FOUNDATION TRUST	38	0	5302	0.7%	88
UNIVERSITY HOSPITALS BRISTOL NHS FOUNDATION TRUST	179	10	17257	1.0%	125
SOUTH DEVON HEALTHCARE NHS FOUNDATION TRUST	124	14	9606	1.3%	140
TAUNTON AND SOMERSET NHS FOUNDATION TRUST	124	2	11493	1.1%	126
DORSET COUNTY HOSPITAL NHS FOUNDATION TRUST	40	0	6979	0.6%	53
NORTHERN DEVON HEALTHCARE NHS TRUST	49	0	6331	0.8%	101
ROYAL UNITED HOSPITAL BATH NHS TRUST	212	1	8568	2.5%	165
POOLE HOSPITAL NHS FOUNDATION TRUST	57	1	7150	0.8%	104
DORSET HEALTHCARE UNIVERSITY NHS FOUNDATION TRUST	0	0	1449	0.0%	1
THE ROYAL BOURNEMOUTH AND CHRISTCHURCH HOSPITALS NHS FOUNDATION TRUST	70	4	17674	0.4%	29
ROYAL CORNWALL HOSPITALS NHS TRUST	101	3	17217	0.6%	56
SOMERSET PARTNERSHIP NHS FOUNDATION TRUST	0	0	177	0.0%	1

ROYAL DEVON AND EXETER NHS FOUNDATION TRUST	94	3	20352	0.5%	38
PLYMOUTH HOSPITALS NHS TRUST	203	4	15912	1.3%	139
GREAT WESTERN HOSPITALS NHS FOUNDATION TRUST	65	0	9552	0.7%	77
SALISBURY NHS FOUNDATION TRUST	96	0	6970	1.4%	149
GLOUCESTERSHIRE HOSPITALS NHS FOUNDATION TRUST	276	3	21220	1.3%	141
NORTH BRISTOL NHS TRUST	110	18	15613	0.7%	85