



Feidhmeannacht na Seirbhíse Sláinte
Health Service Executive

LHO/COMMUNITY SERVICES HealthStat User Guide



April 2011

Version History

The table below outlines the changes that have been made to the dashboard and as such the latest version of the LHO/Community Services Guide since its initial publication on the web.

Dashboard Month (Data)	Metric Change	Details
July 2010		
	None	Original baseline version of user-guide

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1. INTRODUCTION

The following section provides a brief introduction to the LHO/Community Services HealthStat dashboard, the core metrics that have been used and an overview of this user guide.

1.1 BACKGROUND

A core set of LHO/Community Services Performance Management / HealthStat metrics were identified through a series of workshops. These metrics were signed off by the Management Team and the HealthStat Working Group. Input per metric regarding definition and implementation was received from across Performance Management Governance Group, Care Group, Business Managers, Local Health Offices (LHOs) and incorporated. This document sets out the definitions for each of the metrics to be presented on the LHO/Community Services dashboard and will help to ensure a common consistent understanding of the data collected and how it will be used for the generation of the dashboards.

1.2 CORE METRICS

The dashboard itself is centred around three key themes, namely;

1. Access (the waiting times that people experience in accessing LHO/Community Services);
2. Integration (the patient journey and the appropriate use of services); and
3. Resource (right people in the right place, value for money, effectiveness of applied resource).

Within each of these themes there are a number of individual metrics, and these and the source of the data that is used to create them are summarised in the following table:

Table 1: Summary of Metrics and Data Sources

Metric ID	Care Group	Metric	Data source
Access			
A1a	Child Care and Child Health	Immunisation uptake rates at 12 months, by type	BIU non-acute team (Health Protection Surveillance Centre)
A1b	Child Care and Child Health	Immunisation uptake rates at 24 months, by type	BIU non-acute team (Health Protection Surveillance Centre)

A2	Child Care and Child Health	Percentage of newborn babies visited by a Public Health Nurse (PHN) within 48 hours of hospital discharge.	BIU non-acute team
A3	Primary Care	Percentage of children who have received a Child Development Health Screening (7-9 months) before reaching the age of 10 months	BIU non-acute team
A4	Disability	Percentage of children (under 5yrs) who have had an Assessment of Need commenced under the Disability Act, by wait time	BIU non-acute team (Disability Information Unit)
A5a	Physiotherapy	Percentage of community physiotherapy patients waiting for a first appointment	BIU non-acute team
A5b	Physiotherapy	Number of new physiotherapy patients seen for a first time assessment & total number of new referrals received	BIU non-acute team
A6a	Speech & Language Therapy	Total number of Speech and Language therapy patients seen for a first assessment and total number of referrals accepted	BIU non-acute team
A6b	Speech & Language Therapy	Percentage of speech and language therapy patients waiting to be assessed	BIU non-acute team
A6c	Speech & Language Therapy	Percentage of Speech and Language therapy patients, following assessment, waiting for treatment	BIU non-acute team
A7a	Occupational Therapy	Percentage of occupational therapy patients waiting for an appointment	BIU non-acute team
A7b	Occupational Therapy	Number of occupational therapy patients seen for a first assessment and total number of referrals	BIU non-acute team
A8	CAMHS	Child and Adolescent Mental Health Services caseload	BIU non-acute team
A9	CAMHS	Percentage of children on a waiting list for a first appointment with a member of the CAMHS team	BIU non-acute team

A10a	Adult Mental Health	Adult Mental Health rates per 100,000 population	BIU non-acute team
A10b	Adult Mental Health	Adult in-patient mental health re-admission rates per 100,000 population	BIU non-acute team
A10c	Adult Mental Health	Adult median length of stay in mental health inpatient facilities	BIU non-acute team
A11	Older persons	Collection to start in 2010	Collection to start in 2010
A12	Child protection	Collection to start in 2010	Collection to start in 2010
Integration			
I1	Hospitals offering GPs direct access to routine diagnostic services by wait time	Hospitals offering GPs direct access to routine diagnostic services by wait time	HealthStat hospital template
I2	Hospital delayed discharges	Hospital delayed discharges - Percentage of bed days lost	BIU Acute team
I3a	Child care and child health	Children in care with a care plan	BIU non-acute team
I3b	Child care and child health	% of children in care with a scheduled review of their plan which took place in the reporting period	BIU non-acute team
I3c	Child care and child health	Percentage of children in care with an allocated social worker (Collection to start in 2010)	BIU non-acute team
I4	Primary care teams	(Collection to start in 2010)	Collection to start in 2010
Resource			
R1	Budget	Spend vs. Budget	HSE - Finance
R2	Primary care	Total number of contacts per WTE adjusted	BIU non-acute team / HSE-HR
R3	Unit cost	Unit cost per child by residential bed place for high support units	BIU non-acute team
R4	Unit cost	Unit cost per child by residential bed place for special care units	BIU non-acute team
R5	Staff	Staff WTE variance from staff ceiling	HSE- HR

R6	Staff	Percentage of staff hours lost due to absenteeism for HSE staff in LHO	HSE- HR
R7	Mental Health	Number of WTE adjusted staff per Mental Health Team (Collection to start in 2010)	BIU non-acute team

It is recognised that this set of metrics does not reflect all LHO/Community Services activity, and it is anticipated that there shall be periodic reviews to consider amendments to existing metrics, or the creation of new metrics, based on feedback received from the LHO's and/or Care Group AND's.

It should be noted that full definitions for each of these metrics can be found in Section 3 of this document, and as such are not discussed further here.

1.3 PURPOSE OF THIS DOCUMENT

The purpose of this document is to provide the reader with the necessary information required to understand and interpret the monthly dashboards.

Interpreting the dashboard may upon initial examination seem a relatively straightforward exercise. This is however not the case due to:

- i) the number of metrics incorporated,
- ii) the number of data items used to generate them,
- iii) the detailed definition and calculation associated with each,
- iv) the individual context within which each LHO operates.

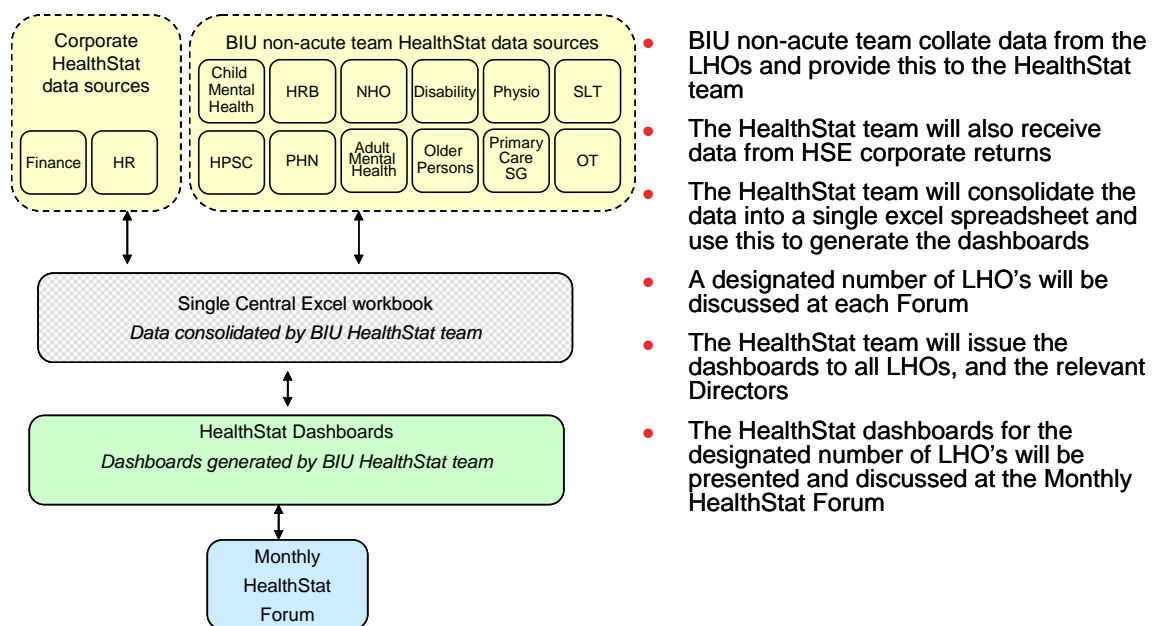
With regards to the structure of this document, section 2 details the overall dashboard (data sources, visual representation and common features), whilst section 3 sets out the relevant details for each metric; its corporate objective, definition; source; frequency; target; formula for calculation; and rationale.

2. THE DASHBOARD

The following section provides a high level overview of how the dashboard is generated and the features of the dashboard. Each dashboard is clearly constructed and delineated across three themes of Access, Integration and Resource.

2.1 METHODOLOGY

The following diagram illustrates the methodology used for the generation of the LHO/Community Services dashboards. When any underlying data required to generate the metrics is gathered by an existing source (e.g.LHO/Community Services corporate returns, NEMU, HRB) then this data is obtained from that existing source. The relevant data is then collated centrally by the BIU non-acute team and a series of detailed calculations are performed to display the metrics in graphic form on the dashboard. This data is published for each individual LHO showing the LHO's specific performance data compared, where appropriate, to the group average, the average of the top 3 performers and, where available, the target set.



2.2 DASHBOARD VISUALISATION

Each dashboard consists of a set of common features that are summarised below and graphically represented in the figure below.

2.2.1 Title

The title lists the name of the LHO and the month upon which the LHO data used to generate the dashboard is based e.g. March 2010 refers to the use of the LHO data return for that month as a basis for the creation of the metrics.

2.2.2 High Level Diagnostic – traffic light indicators

Each of the three themes or sectors around which the dashboard is created (i.e. Access, Integration and Resource) are also given a traffic light indicator, which is based upon the mean of the aggregate of each of the individual traffic lights in that sector. An overall traffic light indicator based on the average of all traffic lights for each LHO is also shown.

The rules associated with the triggering of these traffic lights are detailed in Section 3 of this document and thus are not further elaborated upon here.

2.2.3 Key

The key graphically shows how the following items are visually represented in the metrics:

- LHO Delivery – the performance of that LHO;
- Target – the performance target against which the LHO performance is measured.
- Average of top 3 – the best performance in Ireland as derived from the average performance of the top 3 LHOs on a given metric;

It should be noted that not all metrics contain each of the above elements as:

- In some cases, the metric is shown for information purposes and does not have any associated target with it;
- Where there is a target, it is performance against that target that takes priority and so 'Average of top three' is not shown;
- Where there is no target, there will obviously be no target information and in some cases 'Average of top three' is shown

2.2.4 Source of Data

Under each metric the source and frequency of the data used to generate it is listed.

2.2.5 Absolute Target and Marker

For some metrics, the performance of the LHO is measured against an absolute target (e.g. A1 Immunisations are measured against the WHO target of 95%). These targets are visually represented by a solid green line.

2.2.6 Number of Instances

Where a number appears in a bracket in a metric, this refers to the absolute number that makes up that part of the metric.

2.2.7 Individual Metric Traffic Light Indicator

For those metrics against which the LHO's performance is being directly measured, there is an associated Traffic Light Indicator to visually depict the LHO's performance against that target.

These indicators can have one of three colours, which have the following associated meanings:

- Green – LHO performance on that metric is meeting or is within an acceptable tolerance of the target;
- Amber – LHO performance on that metric is outside the target / acceptable tolerance and is of concern;
- Red – LHO performance on that metric is significantly outside the target / acceptable tolerance and is of major concern.

The precise details by which each traffic light colour is triggered for each metric is detailed in Section 3 of this document and as such is not further discussed here.

It should be noted at this point that, in the event of data not being supplied, the traffic light shows Red until data is received and in such instances this shall be clearly communicated to the individual LHO. This functionality has been provided in order to encourage each LHO to fully complete their data returns on a monthly basis.

2.2.8 LHO Key Points

Key points for each LHO are contained at the end of the dashboard. This highlights any issues that will affect interpretation of the data e.g. if part of the dataset is missing for that month.

These common components as described above are set out in the figure below:

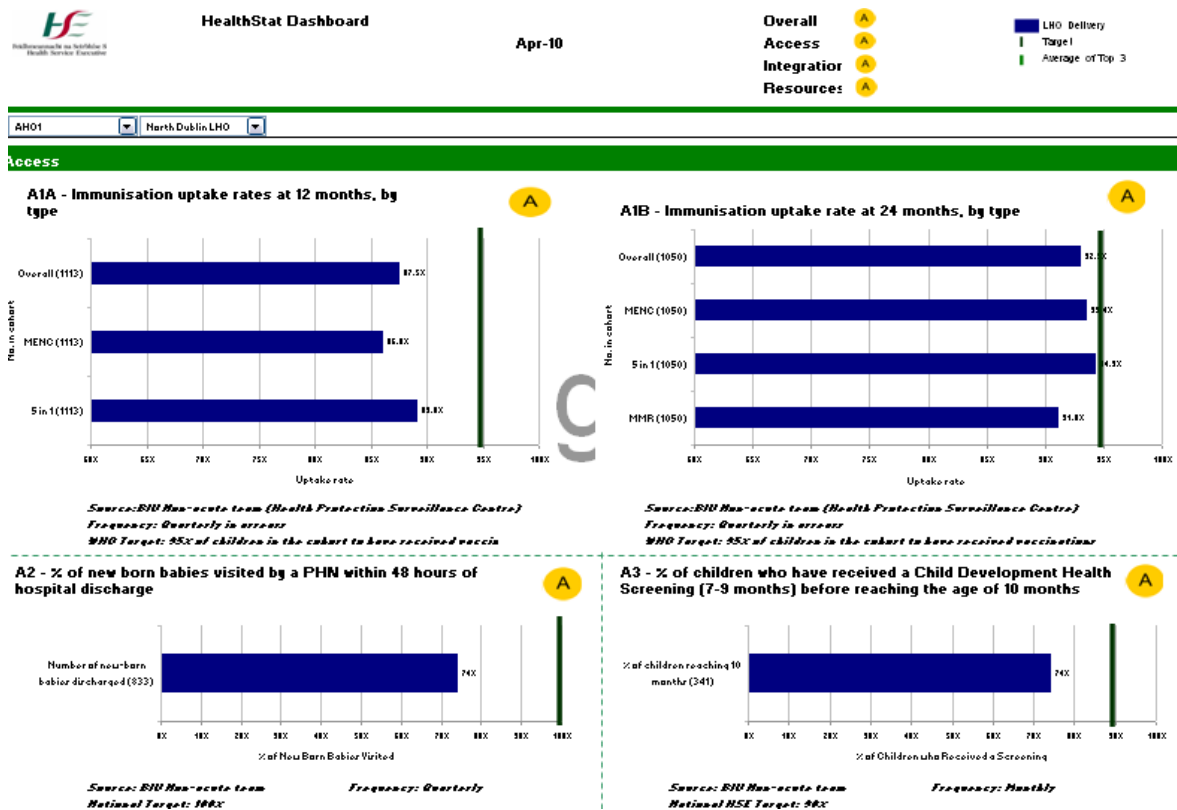
Figure: Visual Representation of Common Elements to the Dashboard



2.3 DASHBOARD EXAMPLE

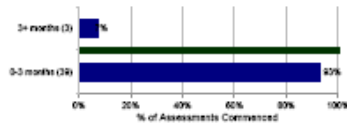
The following section presents by means of example a full dashboard, and shows that each dashboard is clearly constructed and delineated across the three themes of Access, Integration and Resource.

Figure: Access Element of LHO Dashboard



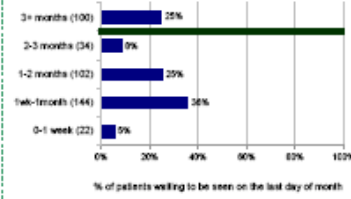
Access (Continued)

A4 - % of children (under 6yrs) who have had an Assessment of Need commenced under the Disability Act, by wait time



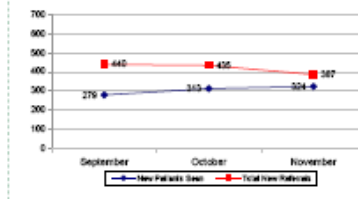
Source: Disability Information Unit Frequency: Quarterly
National Target: 100% commenced within 3 months of receipt of application

A5a - % of community physiotherapy patients waiting for a first appointment



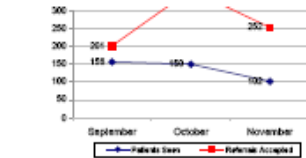
Source: BIU Non-acute team Frequency: Monthly
National HSE Target: 12 weeks

A5b - Number of new physiotherapy patients seen for a first time assessment & total number of new referrals received



Source: BIU Non-acute team Frequency: Monthly
FOR INFORMATION

A6a - Total Number of Speech & Language Therapy patients seen for first assessment & total number of referrals accepted



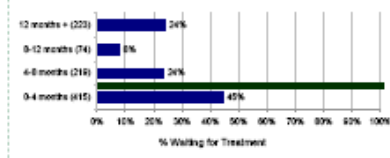
Source: BIU Non-acute team Frequency: Monthly
FOR INFORMATION

A6b - % of Speech & Language therapy patients waiting to be assessed



Source: BIU Non-acute team Frequency: Monthly
National HSE Target: 100% waiting under 4 months

A6c - % of Speech & Language therapy patients, following assessment, waiting for treatment



Source: BIU Non-acute team Frequency: Monthly
National HSE Target: 100% waiting under 4 months

A7a - % of Occupational therapy patients waiting for an appointment

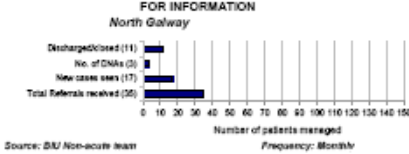


A7b - Number of Occupational therapy patients seen for a first time assessment and total number of referrals

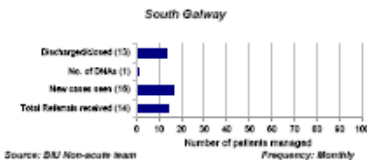


Access (Continued)

A8 - Child/adolescent mental health services caseload



Source: BIU Non-acute team Frequency: Monthly



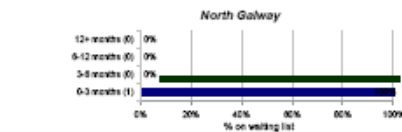
Source: BIU Non-acute team Frequency: Monthly



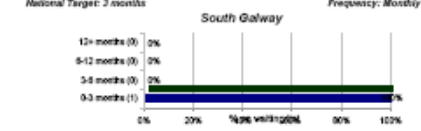
Source: BIU Non-acute team Frequency: Monthly



A8 - % of children on a waiting list for a first appointment with a member of the CAMHS team



Source: BIU Non-acute team Frequency: Monthly
National Target: 2 months



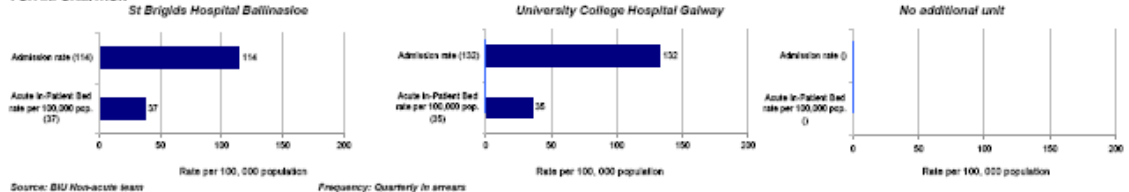
Source: BIU Non-acute team Frequency: Monthly
National Target: 2 months



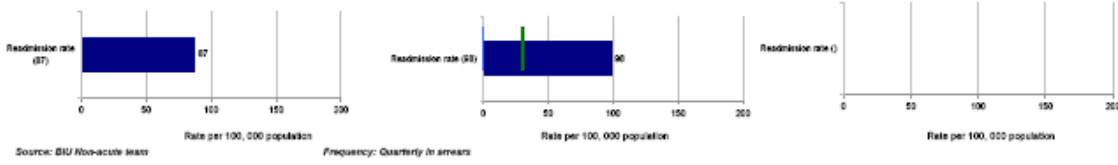
Source: BIU Non-acute team Frequency: Monthly
National Target: 2 months



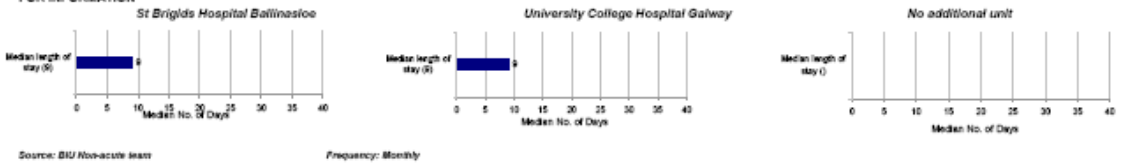
A10a - Adult in-patient mental health rates per 100,000 population
FOR INFORMATION



A10b - Adult in-patient mental health re-admission rates per 100,000 population
FOR INFORMATION



A10c - Adult median length of stay in mental health inpatient facilities
FOR INFORMATION



A11 - Older person/Home care package/home help hours

Collection to start in 2010

A12 - Subsequent to seeing a child within 24 hours of referral, % of initial assessments carried out within 7 days



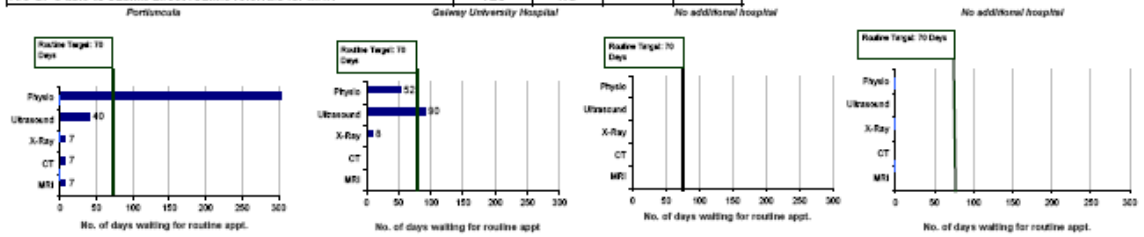
Source: BIU non-acute team Frequency: Quarterly

Figure: Integration Element of LHO Dashboard

Integration

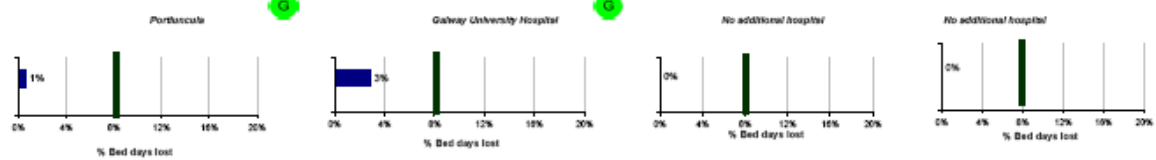
11 - Hospitals offering GPs direct access to routine diagnostic services by wait time

HOSPITAL METRIC - FOR INFORMATION	Portlincosta	Galway University	No additional hospital	No additional hospital
Are GPs able to submit direct routine referrals for Physio?	YES	YES		
Are GPs able to submit direct routine referrals for Ultrasound?	YES	YES		
Are GPs able to submit direct routine referrals for X-ray?	YES	YES		
Are GPs able to submit direct routine referrals for CT?	YES	NO		
Are GPs able to submit direct routine referrals for MRI?	YES	NO		



Source: HealthStar hospital template Frequency: Monthly Routine Target: 70 days

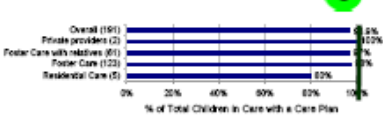
12 - Hospital delayed discharges



Source: HealthStar hospital template Frequency: Monthly National NSE Target: 8%

Integration (Continued)

13a - Children in Care with a care plan



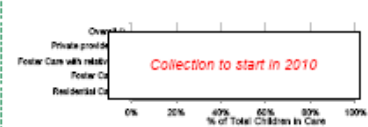
Source: BM Non-acute team Frequency: Quarterly National NSE Target: 100% of children in care to have a care plan

13b - % of Children in Care with a scheduled review of their plan which took place in the reporting period



Source: BM Non-acute team Frequency: Monthly National NSE Target: 100% of scheduled reviews to take place

13c - % of Children in Care with an allocated social worker



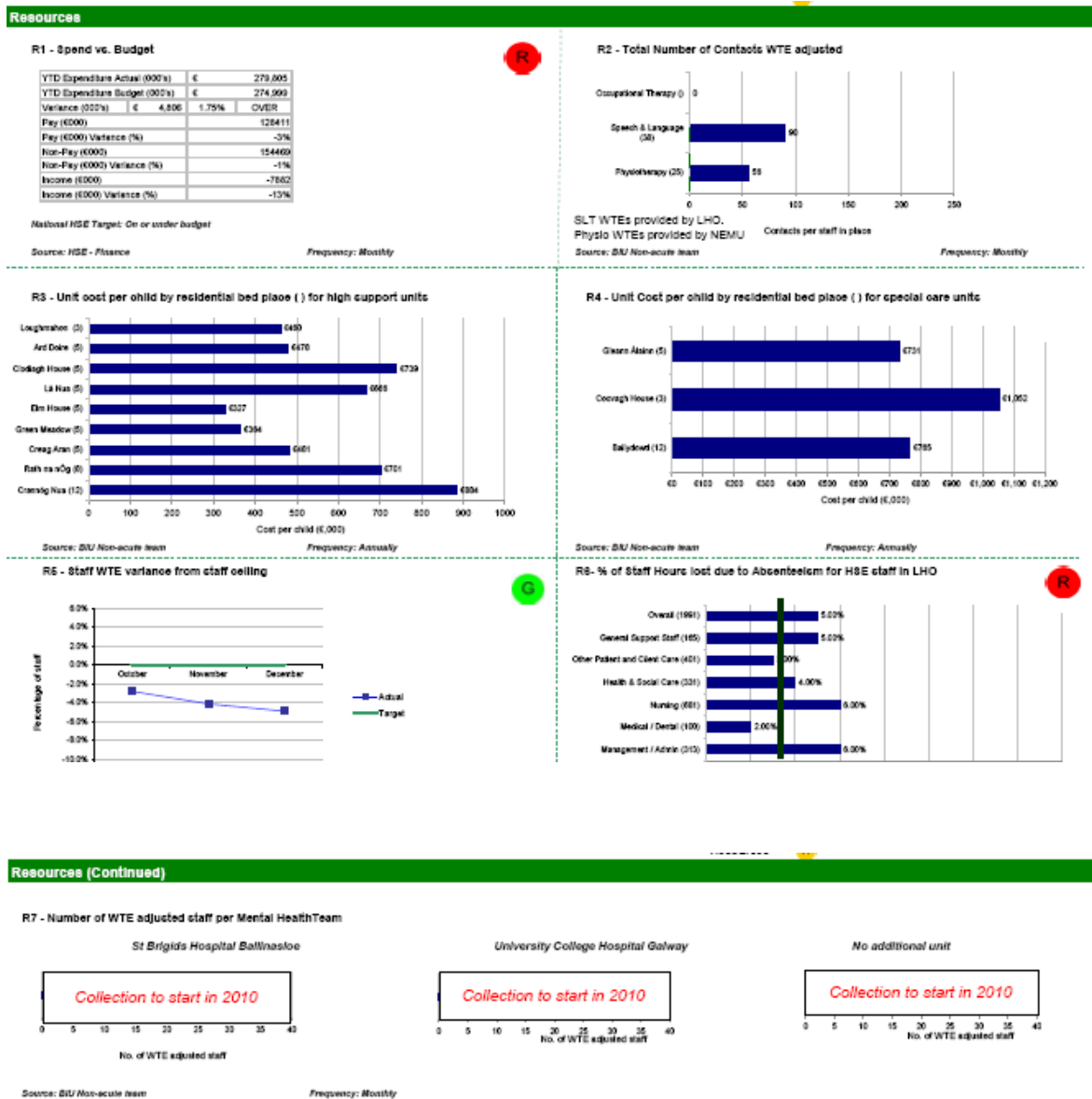
Source: BM Non-acute team Frequency: Monthly National NSE Target: 100% of cases to have an allocated social worker

14 - Primary Care Teams



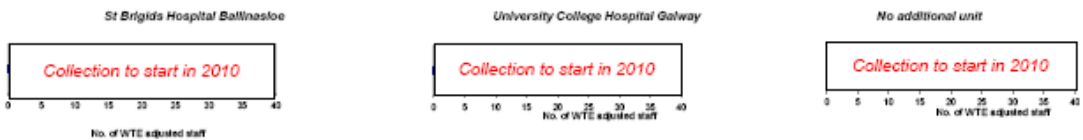
Source: BM Non-acute team Frequency: Monthly

Figure: Resources Element of LHO Dashboard



Resources (Continued)

R7 - Number of WTE adjusted staff per Mental Health Team



Source: BM Non-acute team Frequency: Monthly

3. DETAILED METRICS DESCRIPTION

HSE HEALTH STATISTICS GLOSSARY OF TERMS

Metric Name: Overall LHO Traffic Light Indicator
Description: Visual indication of the LHO’s overall performance across Access, Integration and Resource The overall Traffic Light indicator for each LHO, is also shown by region in the “Regional Overview”
1. Source of Data Inputs: Active LHO Metric Traffic Lights for Access, Integration and Resource
8. Reporting Frequency: Monthly
3. Owner: HealthStat
4. Reporting Entity: HealthStat
5. Target: Green
6: Calculation: Metric Calculation: Not applicable Traffic Light Calculation: $n = \text{Sum of [(numerical value of each active traffic lights in Access, Integration and Resource) / (Sum of active traffic lights for Access, Integration and Resource)]}$. Where Red = 3, Amber = 2, Green = 1.
7. Traffic Light Rules: If n is greater than or equal to 2.34 then the traffic light is Red; If n is between 1.66 but less than 2.33 then the traffic light is Amber; If n is less than or equal to 1.65 then the traffic light is Green

3.1 ACCESS

HSE HEALTH STATISTICS GLOSSARY OF TERMS

Metric Name: Overall Access Traffic Light Indicator
Description: Visual indication of the LHO's performance for Access
1. Source of Data Inputs: Active LHO Metric Traffic Lights for A1a; A1b; A2; A3;A4;A5a;A6b;A6c; and A9.
2. Reporting Frequency: Monthly
3. Owner: HealthStat
4. Reporting Entity: HealthStat
5. Target: Green
6: Calculation: Metric Calculation: Not applicable Traffic Light Calculation: $n = \text{Sum of [(numerical value of each active traffic lights in Access) / (Sum of active traffic lights for Access)]}$. Where Red = 3, Amber = 2, Green = 1.
7. Traffic Light Rules: If n is greater than or equal to 2.34 then the traffic light is Red; If n is between 1.66 but less than 2.33 then the traffic light is Amber; If n is less than or equal to 1.65 then the traffic light is Green

<p>Metric Name: A1a – Immunisation uptake rate at 12 months, by type</p>
<p>Description: Number and percentage of children 12 months of age who have received three doses of vaccine against Diphtheria (D3), Pertussis (P3), Tetanus 9T3), Haemophilus influenza type b (Hib3) and Polio (Polio3) as a 5-in-1 vaccine and Meningococcal group C (MenC3)</p> <p>The overall percentage immunisation by LHO, with the target, is also set out in the comparative graphs</p>
<p>1. Source of Data Inputs: Regional Vaccination Systems</p>
<p>2. Reporting Frequency: Quarterly in arrears</p>
<p>3. Owner: BIU non-acute team</p>
<p>4. Reporting Entity: BIU non-acute team from Health Protection Surveillance Centre</p>
<p>5. Target: WHO Target - 95%</p>
<p>6: Calculation:</p> <p>Metric Calculation: Overall = (Average number of 12 month old babies immunised against 5-in-1/MENC) / (The number of 12 month old babies in the LHO) Individual Calculation = (Number of 12 months old babies immunised against 5-in-1/MENC) / (The number of 12 month old babies in the LHO)</p> <p>Traffic Light Calculation: $n = (\text{Average number of 12 month old babies immunised against 5-in-1/MENC}) / (\text{The number of 12 month old babies in the LHO}) * 100$</p>
<p>7. Traffic Light Rules:</p> <p>The traffic lights are based upon the absolute target detailed in 5 as calculated in 6.</p> <p>If n is 84.9% or less then the traffic light is Red;</p> <p>If n is between 85% and 94.9% then the traffic light is Amber;</p> <p>If n is equal to or greater than 95% then the traffic light is Green.</p>

Metric Name: A1b – Immunisation uptake rate at 24 months, by type
Description: Number and percentage of children 24 months of age who have received three doses of vaccine against Diphtheria (D3), Pertussis (P3), tetanus (T3), Haemophilus influenza type b (Hib3), Polio (Polio3) as a 5-in-1 vaccine and an age appropriate number of doses of Meningococcal group C (MenC3) and MMR at 24 months of age.
1. Source of Data Inputs: Regional Vaccination Systems
2. Reporting Frequency: Quarterly in arrears
3. Owner: BIU non-acute team
4. Reporting Entity: BIU non-acute team from Health Protection Surveillance Centre
5. Target: WHO Target - 95%
6: Calculation: Metric Calculation: Overall = (Average number of 24 month old babies immunised against 5-in-1/MENC/MMR) / (The number of 24 month old babies in the LHO) Individual Calculation = (Number of 24 months old babies immunised against 5-in-1/MENC/MMR) / (The number of 24 month old babies in the LHO) Traffic Light Calculation: $n = (\text{Average number of 24 month old babies immunised against 5-in-1/MENC/MMR}) / (\text{The number of 24 month old babies in the LHO}) * 100$
7. Traffic Light Rules: The traffic lights are based upon the absolute target detailed in 5 as calculated in 6. If n is 84.9% or less then the traffic light is Red; If n is between 85% and 94.9% then the traffic light is Amber; If n is equal to or greater than 95% then the traffic light is Green.

Metric Name: A2 - Percentage of newborn babies visited by a Public Health Nurse (PHN) within 48 hours of hospital discharge

Description: The number of new born babies discharged (for the first time) from any hospital to the reporting LHO during the reporting period visited by a Public Health Nurse within 48 hours of hospital discharge as a percentage of the total number of babies discharged (for the first time) from any hospital to the reporting LHO during the reporting period.

A PHN visit within 48 hours post hospital discharge refers to a visit within 2 days of hospital discharge i.e. if a mother and baby were discharged on a Monday they should be visited on or before Wednesday

Point of discharge: point at which the LHO receives notification from the hospital that the baby has been discharged.

This Performance Indicator refers to 7 day week Monday to Sunday inclusive and includes both public and private hospitals

1. Source of Data Inputs:

LHO/COMMUNITY SERVICES Quarterly Return

2. Reporting Frequency:

Quarterly

3. Owner:

BIU non-acute team

4. Reporting Entity:

BIU non-acute team

5. Target: HSE National Service Plan 2010 - 100% of all newborn babies to be visited by a PHN within 48 hours of hospital discharge

6: Calculation:

Metric Calculation:

$n = (\text{The number of new baby home visits completed within 48 hours of hospital discharge}) / (\text{The total number of babies discharged from hospital})$

Traffic Light Calculation:

$\% \text{ of new born babies visited} * 100\%$

7. Traffic Light Rules:

The traffic lights are based upon the absolute target detailed in 5 as calculated in 6.

If n is 64.9% or less then the traffic light is Red;

If n is between 65% and 84.9% then the traffic light is Amber;

If n is equal to or greater than 85% then the traffic light is Green.

Metric Name: A3 - Percentage of children who have received a Child Developmental Health Screening (7-9 months) before reaching the age of 10 months

Description: The number of those children reaching 10 months within the reporting period who have had their Child Development Health Screening as a percentage of the total number of children reaching 10 months within the reporting period.

Child development health screenings can be provided by a nurse led clinic and/or a medical officer led clinic and must be provided before a child reaches 10 months of age – e.g. babies born between the 1st - 31st May 2009 will turn 10 months of age between the 1st - 31st March 2010.

The overall percentage of children who have received a Child Development Health Screening by LHO, with the target, is also set out in the comparative graphs

1. Source of Data Inputs:

BIU non-acute team

2. Reporting Frequency:

Monthly

3. Owner:

BIU non-acute team

4. Reporting Entity:

LHO to BIU non-acute team

5. Target: National HSE Target - 90% of all children who have reached the age of 10 months to have received a Child Development Health Screening

6. Calculation:

Metric Calculation

% Child development health screenings = (No. of children whom have had their Child Development Health Screening) / (total number of children reaching 10 months within the reporting period) * 100

Traffic Light Calculation

$n = (\% \text{ Child development health screenings} * 90\%)$

7. Traffic Light Rules:

The traffic lights are based upon the absolute target detailed in 5 as calculated in 6.

If n is 64.9% or less then the traffic light is Red;

If n is between 65% and 84.9% then the traffic light is Amber;

If n is equal to or greater than 85% then the traffic light is Green.

<p>Metric Name: A4 - Percentage of children (under 5 years) who have had an Assessment of Need commenced under the Disability Act, by wait time</p>
<p>Description: The number of children (under 5 years) who have had an Assessment of Need commenced during the reporting period after being on the waiting list for:</p> <ul style="list-style-type: none"> • 0-3 months • 3+ months <p>The wait time begins on, but does not include, the day that the referral is received by the service provider and finishes on but does not include the day the assessment of need was completed.</p>
<p>1. Source of Data Inputs: Interim Assessment Officer System</p>
<p>2. Reporting Frequency: Quarterly</p>
<p>3. Owner: BIU non-acute team</p>
<p>4. Reporting Entity: BIU non-acute team from Disability Information Unit</p>
<p>5. Target: Disability Act 2005 - The target is to have 100% of children (under 5 years) commencing an assessment within 3 months of application.</p>
<p>6: Calculation:</p> <p>Metric Calculation: Each category shows the total number of children whose assessment of need has commenced as a percentage of the total number of applications for assessments received</p> <p>Traffic Light Calculation: $n = (\text{no. of applications commenced within 3 months}) / (\text{total number of applications for assessments received})$</p>
<p>7. Traffic Light Rules: The traffic lights are based upon the absolute target detailed in 5 as calculated in 6. If n is 74.9% or less then the traffic light is Red; If n is between 75% and 89.9% then the traffic light is Amber; If n is greater than or equal to 90% then the traffic light is Green.</p>

Metric Name: A5a - Percentage of community physiotherapy patients waiting for a first appointment

Description: This is a head count of the number of people on the waiting list on the last calendar day of each month who are waiting for their physiotherapy assessment for that specific episode of care, to be collected by wait times:

- 0-1 weeks
- 1wk-1 month
- 1-2 months
- 2-3 months
- 3+ months

The wait time is measured from the day the referral is received to the day the physiotherapy assessment is provided, not including either of those days.

1. Source of Data Inputs:

BIU non-acute team

2. Reporting Frequency:

Monthly

3. Owner:

BIU non-acute team

4. Reporting Entity:

Physiotherapists to LHO to BIU non-acute team

5. Target: National Target - 100% waiting under 12 weeks

6: Calculation:

Metric Calculation:

Each category shows the number of physiotherapy patients on the waiting list for that category as a percentage of the total number of physiotherapy patients on the waiting list

Traffic Light Calculation:

$n = (\text{no. of patients waiting less than 3 months for an appointment}) / (\text{total number of patients waiting}) * 100\%$

7. Traffic Light Rules:

The traffic lights are based upon the absolute target detailed in 5 as calculated in 6.

If n is 64.9% or less then the traffic light is Red;

If n is between 65% and 84.9% then the traffic light is Amber;

If n is equal to or greater than 85% then the traffic light is Green.

Metric Name: A5b – Number of new physiotherapy patients seen for a first time assessment and number of referrals

Description: The number of new patients seen for a first time assessment within the month and the total number of patients for whom a referral was received in the reporting month. This is shown as a quarterly trend over the past three months.

This metric is for information purposes

1. Source of Data Inputs:

BIU non-acute team

2. Reporting Frequency:

Monthly

3. Owner:

BIU non-acute team

4. Reporting Entity:

Physiotherapists to LHO to BIU non-acute team

5. Target: N/A

6: Calculation:

Metric Calculation

The number of new patients seen for a first time assessment within the month.

The total number of patients for whom a referral was received in the reporting month.

7. Traffic Light Rules:

N/A

<p>Metric Name: A6a – Total number of Speech & Language therapy patients seen for a first time appointment and number of referrals accepted</p>
<p>Description: The number of patients seen for a first time assessment within the month and the total number of patients for whom a referral was received in the reporting month. This is shown as a quarterly trend over the past three months and is for information purposes only</p>
<p>1. Source of Data Inputs: BIU non-acute team</p>
<p>2. Reporting Frequency: Monthly</p>
<p>3. Owner: BIU non-acute team</p>
<p>4. Reporting Entity: SLTs to LHO to BIU non-acute team</p>
<p>5. Target: N/A</p>
<p>6: Calculation: Metric Calculation The number of new patients seen for a first time assessment within the month. The total number of patients for whom a referral was received in the reporting month.</p>
<p>7. Traffic Light Rules: N/A</p>

Metric Name: A6b - Percentage of speech and language therapy (SLT) patients waiting to be assessed

Description: This is a head count of the number of people on the waiting list on the last calendar day of each month who are waiting for their SLT assessment for that specific episode of care, to be collected by wait times:

- 0-4 months
- 4-8 months
- 8-12 months
- 12+ months

The wait time is measured from the day the referral is received to the day the SLT assessment is provided, not including either of those days.

The overall percentage waiting less than 4 months by LHO, with the target, is also set out in the comparative graphs

1. Source of Data Inputs:

BIU non-acute team - SLT template

2. Reporting Frequency:

Monthly

3. Owner:

BIU non-acute unit

4. Reporting Entity:

SLTs to LHO to BIU non-acute team

5. Target: National HSE Target - 100% of patients waiting less than 4 months for an assessment

6: Calculation:

Metric Calculation:

Each category shows the number of patients on the waiting list for that category as a percentage of the total number of patients on the waiting list

Traffic light calculation:

$n = (\text{number of new patients who received an assessment within 4 months}) / (\text{total number of patients waiting for an assessment}) * 100$

7. Traffic Light Rules:

The traffic lights are based upon the absolute target detailed in 5 as calculated in 6.

If n is 64.9% or less then the traffic light is Red;

If n is between 65% and 84.9% then the traffic light is Amber;

If n is greater than or equal to 85% then the traffic light is Green.

Metric Name: A6c - Percentage of speech and language therapy (SLT) patients, following assessment, waiting for treatment

Description: This is a head count of the number of people on the waiting list on the last calendar day of each month who are waiting for their SLT treatment for that specific episode of care, to be collected by wait times:

- 0-4 months
- 4-8 months
- 8-12 months
- 12+ months

The wait time is measured from the day the referral is received to the day the SLT treatment is provided, not including either of those days.

1. Source of Data Inputs:

BIU non-acute team SLT template

2. Reporting Frequency:

Monthly

3. Owner:

BIU non-acute team

4. Reporting Entity:

SLTs to LHO to BIU non-acute team

5. Target: National HSE Target - 100% of patients to be waiting less than 4 months

6: Calculation:

Metric Calculation:

Each category shows the number of patients on the waiting list for that category as a percentage of the total number of patients on the waiting list

Traffic Light Calculation:

$n = (\text{number of patients who have been treated within 4 months}) / (\text{total number of patients waiting for treatment}) * 100$

7. Traffic Light Rules:

The traffic lights are based upon the absolute target detailed in 5 as calculated in 6.

If n is 64.9% or less then the traffic light is Red;

If n is between 65% and 84.9% then the traffic light is Amber;

If n is greater than or equal to 85% then the traffic light is Green.

Metric Name: A7a - Percentage of occupational therapy patients waiting for an appointment

Description: This is a head count of the number of people on the waiting list on the last calendar day of each month who are waiting for their occupational therapy appointment for that specific episode of care, to be collected by wait times:

- 0-1 weeks
- 1wk-1 month
- 1-2 months
- 2-3 months
- 3+ months

The wait time is measured from the day the referral is received to the day the occupational therapy assessment is provided, not including either of those days.

Please note: Data collection for this metric is in pilot phase and currently only available for six LHOs (Kerry, Carlow/Kilkenny, Donegal, Cavan/Monaghan, Dublin North West, Dublin South City). This metric is therefore not included in the traffic light scoring of LHO performance.

1. Source of Data Inputs:

BIU non-acute team OT template

2. Reporting Frequency:

Monthly

3. Owner:

BIU non-acute team

4. Reporting Entity:

Occupational therapists to LHO to BIU non-acute team

5. Target: National HSE Target - 3 months

6: Calculation:

Metric Calculation:

Each category shows the number of patients on the waiting list for that category as a percentage of the total number of patients on the waiting list

7. Traffic Light Rules:

N/A

<p>Metric Name: A7b – Number of occupational therapy patients seen for a first time appointment and number of referrals</p>
<p>Description: The number of patients seen for a first time assessment within the month and the total number of patients for whom a referral was received in the reporting month. This is shown as a quarterly trend over the past three months and is for information purposes only.</p>
<p>1. Source of Data Inputs: BIU non-acute team</p>
<p>2. Reporting Frequency: Monthly</p>
<p>3. Owner: BIU non-acute team</p>
<p>4. Reporting Entity: Occupational therapists to LHO to BIU non-acute team</p>
<p>5. Target: N/A</p>
<p>6: Calculation: <p>Metric Calculation</p> <p>The number of patients seen for a first time assessment within the month.</p> <p>The total number of patients for whom a referral was received in the reporting month.</p> </p>
<p>7. Traffic Light Rules: N/A</p>

<p>Metric Name: A8 - Child and Adolescent Mental Health Services (CAMHS) caseload during the reporting period</p>
<p>Description:</p> <p>CAMHS are provided by a number of teams within each LHO. The information is collected and displayed by team and is for information purposes only</p> <ul style="list-style-type: none"> • The total number of child / adolescent referrals received for children by CAMHS from the 1st day of the month to the last day of the month inclusive • The number of new child/adolescent cases seen by the team. A new case is a child/adolescent who have not had contact with the CAMHS team previously • The number of patients who did not attend (DNA's) in the last month. If a case initially does not attend but later attends during the period, it is counted as seen. • The total number of cases that have been closed/discharged by the team during the period. Cases can be discharged to the GP/PCT, to another CAMHS service, to Adult Mental Health Service and to other community based services during the period.
<p>1. Source of Data Inputs:</p> <p>CAMHS Template</p>
<p>2. Reporting Frequency:</p> <p>Monthly</p>
<p>3. Owner:</p> <p>BIU non-acute team</p>
<p>4. Reporting Entity:</p> <p>CAMHS team to LHO to BIU non-acute team</p>
<p>5. Target: N/A</p>
<p>6: Calculation:</p> <p>Metric Calculation</p> <p>Total number of child/adolescent re-referrals received</p> <p>Number of child/adolescent new cases seen</p> <p>Number of child/adolescent cases that do not attend</p> <p>Number of child/adolescent cases discharged/closed</p>
<p>7. Traffic Light Rules:</p> <p>N/A</p>

Metric Name: A9 - Number and percentage of clients on waiting list for appointment with CAMHS Team by time band

Description: The percentage of children / adolescents, on a waiting list, waiting to be seen by a member of the CAMHS team to be counted at the end of each quarter, categorised by the following wait times:

- Between 0 and 3 months
- Between 3 and 6 months
- Between 6 and 12 months
- More than 12 months

Mental Health Assessment: A clinical assessment by a member of the CAMHS team

Wait time: The number of days from the point at which the referral is received by a member of the CAMHS team (less any delay due to client postponement of assessment).

1. Source of Data Inputs:

CAMHS Template

2. Reporting Frequency:

Quarterly

3. Owner:

BIU non-acute teams

4. Reporting Entity:

Mental Health Services to LHO to BIU non-acute team

5. Target: National HSE Target - 100% waiting under 3 months

6: Calculation:

Metric Calculation:

Each category (e.g. 0 to 3 months wait time) shows:

(The number of children / adolescents waiting for a mental health assessment in that timeframe) / (The total number of children / adolescents waiting for a mental health assessment) * 100

Traffic light Calculation:

$n = (\text{the number of child/adolescents on a waiting list for less than 3 months}) / (\text{total number of people on the waiting list}) * 100$

7. Traffic Light Rules:

The traffic lights are based upon the absolute target detailed in 5 as calculated in 6.

If n is 64.9% or less then the traffic light is Red;

If n is between 65% and 84.9% then the traffic light is Amber;

If n is greater than or equal to 85% then the traffic light is Green.

Metric Name: A10a – Adult in-patient Mental Health rates per 100,000 population
<p>Description: The total number of admissions to acute inpatient units per 100,000 population within the LHO The total number of acute inpatient places per 100,000 population This graph is for information purposes</p>
<p>1. Source of Data Inputs: Adult mental health template</p>
<p>2. Reporting Frequency: Quarterly in arrears</p>
<p>3. Owner: BIU non-acute team</p>
<p>4. Reporting Entity: LHO to BIU non-acute team</p>
<p>5. Target: N/A</p>
<p>6: Calculation: Metric Calculation The number of admissions to acute inpatient units per 100,000 population The number of acute inpatient places per 100,000 population</p>
<p>7. Traffic Light Rules: N/A</p>

<p>Metric Name: A10b – Adult in-patient mental health re-admission rates per 100,000 population</p>
<p>Description: The total number of re-admissions per 100,000 population within the LHO. Readmissions are admissions of persons who were previously admitted to the receiving hospital or unit or to any other psychiatric in-patient facility This graph is for information purposes</p>
<p>1. Source of Data Inputs: Adult mental health template</p>
<p>2. Reporting Frequency: Quarterly in arrears</p>
<p>3. Owner: BIU non-acute team</p>
<p>4. Reporting Entity: Mental Health team to LHO to BIU non-acute team</p>
<p>5. Target: N/A</p>
<p>6: Calculation: Metric Calculation: The number of readmissions to acute inpatient units per 100,000 population</p>
<p>7. Traffic Light Rules: N/A</p>

Metric Name: A10c – Adult median length of stay in mental health inpatient facilities
<p>Description: This shows the median length of stay for all inpatients in the number of days. This graph is for information purposes</p>
<p>1. Source of Data Inputs: Adult mental health template</p>
<p>2. Reporting Frequency: Quarterly in arrears</p>
<p>3. Owner: BIU non-acute team</p>
<p>4. Reporting Entity: LHO to BIU non-acute team</p>
<p>5. Target: N/A</p>
<p>6: Calculation: Metric Calculation The total length of inpatient stay / total number of inpatients</p>
<p>7. Traffic Light Rules: N/A</p>

Metric Name: A11– Older persons
Description: []
1. Source of Data: <div style="text-align: center; color: red; font-weight: bold; font-size: 1.2em;">Collection to start in 2010</div>
2. Reporting Frequency: Monthly
3. Owner: BIU NON-ACUTE TEAM
4. Reporting Entity: LHO to BIU NON-ACUTE TEAM
5. Target: No defined target Source: N/A
6. Calculation: Metric Calculation []
7. Traffic Light Rules: N/A

Metric Name: A12 – Child protection
– Description:
1. Source of Data Inputs:
2. Reporting Frequency:
3. Owner: Collection to start in 2010
4. Reporting Entity:
5. Target: No defined target Source: N/A
6: Calculation: Metric Calculation
7. Traffic Light Rules: N/A

3.2 INTEGRATION

HSE HEALTH STATISTICS GLOSSARY OF TERMS

Metric Name: Overall Integration Traffic Light Indicator
Description: Visual indication of the LHO's performance for Integration
1. Source of Data Inputs: Active LHO Metric Traffic Lights for I2; I3a; I3b
2. Reporting Frequency: Monthly
3. Owner: HealthStat
4. Reporting Entity: HealthStat
5. Target: Green
6: Calculation: Metric Calculation: Not applicable Traffic Light Calculation: $n = \text{Sum of [(numerical value of each active traffic lights in Integration) / (Sum of active traffic lights for Integration)]}$. Where Red = 3, Amber = 2, Green = 1.
7. Traffic Light Rules: If n is greater than or equal to 2.34 then the traffic light is Red; If n is between 1.66 but less than 2.33 then the traffic light is Amber; If n is less than or equal to 1.65 then the traffic light is Green

Metric Name: I1 - Hospitals offering GPs direct access to routine diagnostic services by wait time

Description: An outline of whether a hospital offers GPs direct access to their X-Ray, Ultrasound, physiotherapy, MRI and CT diagnostic services and the wait time associated with each of those services, measured in number of days.

The wait time is counted from the date the referral is received by the hospital.

This graph is for information purposes only

1. Source of Data Inputs:

HealthStat hospital template

2. Reporting Frequency:

Monthly

3. Owner:

BIU HealthStat

4. Reporting Entity:

BIU HealthStat

5. Target: International Target - No more than 70 days wait for a routine appointment

6: Calculation:

Metric Calculation

The wait time (Number of days) for routine Physiotherapy services

The wait time (Number of days) for routine Ultrasound services

The wait time (Number of days) for routine X-ray services

The wait time (Number of days) for routine CT services

The wait time (Number of days) for routine MRI services

7. Traffic Light Rules:

N/A

<p>Metric Name: I2 – Hospital Delayed discharges</p>
<p>Description: Graphical representation of the percentage of bed days lost with respect to the total number of available bed days, due to their inappropriate occupancy by delayed discharge patients (e.g. those who have been identified as being medically fit for discharge into a non-acute setting)</p> <p>This graph is for information purposes only</p>
<p>1. Source of Data Inputs:</p> <p>BIU Acute team</p>
<p>2. Reporting Frequency:</p> <p>Monthly</p>
<p>3. Owner:</p> <p>BIU - HealthStat</p>
<p>4. Reporting Entity:</p> <p>BIU Acute team</p>
<p>5. Target: HSE National Target - 8% or less</p>
<p>6: Calculation:</p> <p>Metric Calculation: The number of bed days lost to delayed discharges divided by the number of bed days available</p> <p>Traffic Light Calculation: $n = (\text{The number of bed days lost to delayed discharges} / \text{the number of bed days available})$</p>
<p>7. Traffic Light Rules:</p> <p>The traffic lights are based upon the absolute target detailed in 5 as calculated in 6.</p> <p>If n is 135% or greater then the traffic light is Red;</p> <p>If n is between 115.1% and 134.9% then the traffic light is Amber;</p> <p>If n is less than or equal to 115% then the traffic light is Green.</p>

<p>Metric Name: I3a – Children in care with a care plan</p>
<p>Description: The percentage of children in care that have a written care plan as defined by the Child Care Regulation 1995, by category:</p> <ul style="list-style-type: none"> • Residential care (Note: Include Special Arrangements) • Foster care (Note: Does not include Day Fostering) • Foster care with relatives (FCWR) • Other Care Arrangements
<p>1. Source of Data Inputs: BIU non-acute team</p>
<p>2. Reporting Frequency: Quarterly</p>
<p>3. Owner: BIU non-acute team</p>
<p>4. Reporting Entity: Care Providers to BIU non-acute team</p>
<p>5. Target: HSE National Target - 100% of children in care to have a care plan</p>
<p>6: Calculation:</p> <p>Metric calculation:</p> <p>Each category represents: the number of children in that category who have a care plan as a percentage of the total number of children in that category</p> <p>Traffic Light calculation:</p> <p>$n = (\text{The number of children in that category who have a care plan}) / (\text{Total number of children in that category}) * 100$</p>
<p>7. Traffic Light Rules:</p> <p>The traffic lights are based upon the absolute target detailed in 5 as calculated in 6.</p> <p>If n is 74.9% or less then the traffic light is Red;</p> <p>If n is between 75% and 89.9% then the traffic light is Amber;</p> <p>If n is greater than or equal to 90% then the traffic light is Green.</p>

Metric Name: I3b - The percentage of children in care with a scheduled review of their plan which took place in the reporting period

Description: The percentage of children in care for whom a review was scheduled during the period and the review took place, by category

- Residential care (Note: Include Special Arrangements)
- Foster care (Note: Do not include Day Fostering)
- Foster care with relatives
- Other Care Placements/At Home under Care Order

The overall percentage of children in care with a scheduled review of their plan which took place in the reporting period by LHO, with the target, is also shown in the comparative graphs

1. Source of Data Inputs:

BIU non-acute team

2. Reporting Frequency:

Quarterly

3. Owner:

BIU non-acute team

4. Reporting Entity:

Care Providers to BIU non-acute team

5. Target: HSE National Target - 100% of children in care whose scheduled review of their plan took place

6: Calculation:

Metric calculation:

Each category represents: the number of children in that category who have had a review of their care plan as a percentage of the total number of children in that category who had a review scheduled in the quarter.

Traffic Light calculation:

$n = (\text{The number of children in that category who have had a review of their care plan}) / (\text{The total number of children in that category who had a review scheduled in the quarter}) * 100$

7. Traffic Light Rules:

The traffic lights are based upon the absolute target detailed in 5 as calculated in 6.

If n is 74.9% or less then the traffic light is Red;

If n is between 75% and 89.9% then the traffic light is Amber;

If n is greater than or equal to 90% then the traffic light is Green.

Metric Name: I3c - The percentage of children in with an allocated social worker	
• Description:	
1. Source of Data Inputs:	
2. Re	Collection to start in 2010
3. Ov	
4. Re	
5. Target:	
Source:	
6: Calculation:	
Metric calculation:	
7. Traffic Light Rules:	

Metric Name: I4 – Primary Care Teams	
• Description:	
1. Source of Data Inputs:	
2. Reporting Frequency:	
3. Owner:	Collection to start in 2010
4. Report	
5. Target:	
Source:	
6: Calculation:	
Metric calculation:	
Traffic Light calculation:	
n =	
7. Traffic Light Rules:	

3.3 RESOURCES

HSE HEALTH STATISTICS GLOSSARY OF TERMS

Metric Name: Overall Resources Traffic Light Indicator
Description: Visual indication of the LHO's performance for Resources
1. Source of Data Inputs: Active LHO Metric Traffic Lights for R1; R5; R6
2. Reporting Frequency: Monthly
3. Owner: HealthStat
4. Reporting Entity: HealthStat
5. Target: Green
6: Calculation: Metric Calculation: Not applicable Traffic Light Calculation: $n = \text{Sum of [(numerical value of each active traffic lights in Resources) / (Sum of active traffic lights for Resources)]}$. Where Red = 3, Amber = 2, Green = 1.
7. Traffic Light Rules: If n is greater than or equal to 2.34 then the traffic light is Red; If n is between 1.66 but less than 2.33 then the traffic light is Amber; If n is less than or equal to 1.65 then the traffic light is Green

<p>Metric Name: R1 - Actual versus budgeted Expenditure broken down by pay, non-pay and income categories</p>
<p>Description: This metric compares the year to date actual expenditure with the budgeted year to date expenditure</p>
<p>1. Source of Data Inputs: Finance Monthly data return</p>
<p>2. Reporting Frequency: Monthly</p>
<p>3. Owner: HSE Finance</p>
<p>4. Reporting Entity: HSE Finance</p>
<p>5. Target: All LHO's should work within their allocated budgets - Absolute target based upon the percentage variance of expenditure from budget</p>
<p>6: Calculation: Metric calculation: Budget variance = (actual expenditure – budget) Traffic light calculation: $n = (\text{budget variance}/\text{budget}) * 100$</p>
<p>7. Traffic Light Rules: The traffic lights are based upon the absolute target detailed in 5 as calculated in 6. If n is greater than +0.5% then the traffic light is Red; If n is between +0.25% and +0.5% then the traffic light is Amber; If n is +0.25% over budget or less then the traffic light is Green.</p>

<p>Metric Name: R2 - Total Number of contacts WTE adjusted (for information only)</p>
<p>Description: The average number of contacts provided by each Whole Time Equivalent working in the LHO broken down into the following categories:</p> <ul style="list-style-type: none"> - Occupational therapy - Speech and Language therapy - Physiotherapy <p>This is for information only</p>
<p>1. Source of Data Inputs:</p> <p>SLT WTE's provided by the LHO Physio WTE's provided by NEMU BIU non-acute team for number of contacts</p>
<p>2. Reporting Frequency:</p> <p>Monthly</p>
<p>3. Owner:</p> <p>BIU non-acute team for SLT/OT contacts NEMU for WTE Physio figures</p>
<p>4. Reporting Entity:</p> <p>BIU non-acute team / NEMU</p>
<p>5. Target: N/A</p>
<p>6. Calculation:</p> <p>Metric calculation:</p> <p>The total number of contacts provided (individual + group contacts) in the category, divided by the number of WTE in the category working in the LHO</p>
<p>7. Traffic Light Rules:</p> <p>N/A</p>

Metric Name: R3 - Unit cost per child for public residential place for high support units
<p>Description: The unit cost per child place in a high support unit.</p> <p>High Support: A residential home for persons who do not need to be in hospital and who can live in the community but require 24-hour nursing care and support for a variety of reasons.</p> <p>The graph shows figures collected for the nine national high support residential units.</p>
<p>1. Source of Data Inputs: BIU non-acute team</p>
<p>2. Reporting Frequency: Annually (2008 most recent figures)</p>
<p>3. Owner: BIU non-acute team</p>
<p>4. Reporting Entity: LHO to BIU non-acute team</p>
<p>5. Target: N/A</p>
<p>6: Calculation: Metric calculation: The total cost of the residential high support unit / the total number of occupants</p>
<p>7. Traffic Light Rules: N/A</p>

Metric Name: R4 - Unit cost per child for private residential place for special care units
<p>Description: The unit cost per child place in a special care unit</p> <p>Special Care Units: A residential home for persons who do not need to be in hospital and who can live in the community but require 24-hour special care and support for a variety of reasons.</p> <p>The graph shows figures collected for the three national special care residential units.</p>
<p>1. Source of Data Inputs:</p> <p>BIU non-acute team</p>
<p>2. Reporting Frequency:</p> <p>Annually (2008 most recent figures)</p>
<p>3. Owner:</p> <p>BIU non-acute team</p>
<p>4. Reporting Entity:</p> <p>LHO to BIU non-acute team</p>
<p>5. Target: N/A</p>
<p>6: Calculation:</p> <p>Metric calculation:</p> <p>The total cost of the residential special care unit / the total number of occupants</p>
<p>7. Traffic Light Rules:</p> <p>N/A</p>

Metric Name: R5 - Staff Whole Time Equivalents (WTEs) variance from staff ceiling
Description: Graphical representation of the number of WTE staff employed by the LHO as a measure of variance from their staff ceiling over a rolling three month time period
1. Source of Data Inputs: HSE National Employment Monitoring Unit (NEMU)
2. Reporting Frequency: Monthly
3. Owner: NEMU
4. Reporting Entity: LHO to NEMU to BIU HealthStat team
5. Target: National HSE Target - Absolute target based upon the percentage variance of WTE staff complement from staff ceiling
6: Calculation: Metric calculation: Variance = (Actual WTE - Ceiling WTE) / Actual WTE Traffic Light Calculation: $n = (\text{Variance} / \text{Ceiling WTE}) * 100$. This relates to the most recent months figures only
7. Traffic Light Rules: The traffic lights are based upon the absolute target detailed in 5 as calculated in 6. If n is +1.5% or greater then the traffic light is Red; If n is greater than +0.05% but less than +1.5% then the traffic light is Amber; If n is +0.05% over staff ceiling or less then the traffic light is Green.

Metric Name: R6 - Percentage of Staff Hours Lost Due to Absenteeism for HSE staff in the LHO

Description: Graphical representation of the amount of time lost due to absenteeism, shown as a percentage of the total amount of available time for work, by staff category:

- Management / Admin
- Medical /Dental
- Nursing
- Health and Social Care
- Other Patient and Client Care
- General Support Staff

The overall percentage of staff hours lost due to absenteeism by LHO, with the target, is also shown in the comparative graphs

1. Source of Data Inputs:

NEMU

2. Reporting Frequency:

Monthly

3. Owner:

NEMU

4. Reporting Entity:

LHO to NEMU to BIU HealthStat team

5. Target: National HSE Target - 3.5% Absenteeism or less

6. Calculation:

Metric calculation:

Total Absenteeism = (Total Hours Absent / Total Hours Available) * 100

Staff Group Absenteeism = (Hours Absent in that Staff Group / Hours available in that staff group) * 100

Traffic light calculation:

$n = (\text{Total Absenteeism} / 3.5) * 100$

7. Traffic Light Rules:

The traffic lights are based upon the absolute target detailed in 5 as calculated in 6.

If n is 135% or greater then the traffic light is Red;

If n is greater than 115% but less than 135% then the traffic light is Amber;

If n is 115% or less then the traffic light is Green.