List of Key Performance Indicators for 2015-16

A. Clinical Services KPIs
(COR items are marked with *)

A1 Service Growth in response to Population Change & Ageing Effect

A1.1   Service Capacity (as at month end)
*   No. of hospital beds (total)
*   No. of community nurses
*   No. of geriatric day places
*   No. of community psychiatric nurses
*   No. of psychiatric day places

A1.2   Service Throughput (year-to-date)
Inpatient Services
*   No. of inpatient discharge episodes (overall)
*   No. of patient days (overall)
*   No. of day patient discharge episodes
Accident & Emergency (A&E) Services
*   No. of attendances
    No. of first attendances for
*   -   triage I (critical cases)
*   -   triage II (emergency cases)
*   -   triage III (urgent cases)
Specialist Outpatient Services
*   No. of specialist outpatient (clinical) new attendances
*   No. of specialist outpatient (clinical) follow-up attendances
*   Total no. of specialist outpatient (clinical) attendances
Primary Care Services
*   No. of general outpatient (GOP) attendances
*   No. of family medicine specialist clinic attendances
*   Total no. of primary care attendances
Allied Health Outpatient (AHOP) Services
*   No. of allied health (outpatient) attendances
Day Hospital Services
*   No. of rehabilitation day & palliative care day attendances
*   No. of geriatric day attendances
*   No. of psychiatric day attendances
Community & Outreach Services
*   No. of home visits by community nurses
*   No. of allied health (community) attendances

* No. of geriatric outreach attendances
* No. of geriatric elderly persons assessed for infirmary care service
* No. of VMO attendances
* No. of psychiatric outreach attendances
* No. of psychogeriatric outreach attendances

A2 Quality Improvement as a result of Technology Advancement or Implementation of New Service Quality & Access Initiatives

A2.1 Waiting time for A&E services
% of A&E patients seen within target waiting time for
* - triage I (critical cases - 0 minute)
* - triage II (emergency cases - 15 minutes)
* - triage III (urgent cases - 30 minutes)
  - triage IV (semi-urgent cases - 120 minutes)

A2.2 Waiting time for Specialist Outpatient new case bookings
Median waiting time for 1st appointment at specialist outpatient clinics for
* - P1 patients
* - P2 patients
  For each of ENT, GYN, MED, OPH, O&T, PAED, PSY & SURG
  - % of patients seen within 2 weeks for P1 patients
  - % of patients seen within 8 weeks for P2 patients
  - Waiting time (week) for 90th percentile of 'Routine' cases

A2.3 Waiting time for AHOP new case bookings
For each of OT & PT
  - % of patients seen within 2 weeks for P1 patients
  - % of patients seen within 8 weeks for P2 patients
  - Waiting time (week) for 90th percentile of 'Routine' cases

A2.4 Waiting time for elective surgery
Waiting time for Total Joint Replacement
  - Waiting time (month) at 90th percentile of patients receiving the treatment of Total Joint Replacement
  Waiting time for cataract
  - % of patients provided with surgery within 2 months for P1 patients
  - % of patients provided with surgery within 12 months for P2 patients
  Waiting time for TURP
  - % of patients provided with surgery within 2 months for P1 patients
  - % of patients provided with surgery within 12 months for P2 patients

A2.5 Waiting time for diagnostic radiological investigations
% of urgent cases with examination done within 24 hours for CT, MRI and US cases
Median waiting time for P1 patients for CT, MRI, US and Mammogram cases
Median waiting time for P2 patients for CT, MRI, US and Mammogram cases

Waiting time (day) for 90th percentile of 'Routine' cases for CT, MRI, US and Mammogram cases

A2.6   *Access to General Outpatient Clinic (GOPC) episodic illness service*

% of IVAS call-in elderly patients offered with GOP appointment in 2 working days

% of IVAS call-in elderly, Comprehensive Social Security Assistance (CSSA) and non-CSSA waiver patients offered with GOP appointment in 2 working days

A2.7   *Appropriateness of care*

Standardised admission rate for A&E patients

* Unplanned readmission rate within 28 days for general inpatients

Breastfeeding rate on discharge

A2.8   *Infection rate*

MRSA bacteraemia in acute beds per 1,000 acute patient days

A2.9   *Service coverage*

% of RCHEs covered by CGATs or VMOs under CGATs

A2.10   *Disease specific quality indicators*

Stroke
- % of stroke patients ever treated in Acute Stroke Units
- % of acute ischaemic stroke patients received IV tPA treatment

Hip fracture
- % of patients indicated for surgery on hip fracture with surgery performed ≤ 2 days after admission through A&E

Cancer
- Waiting time (day) from decision to treat   to start of radiotherapy   for 90th percentile of cancer patients requiring radical RT
- Waiting time (day) at 90th percentile for patients with colorectal cancer receiving first definitive treatment after diagnosis
- Waiting time (day) at 90th percentile for patients with breast cancer receiving first definitive treatment after diagnosis
- Waiting time (day) at 90th percentile for patients with nasopharynx cancer receiving first definitive treatment after diagnosis

Diabetes Mellitus (DM)
- % of DM patients with HbA1c < 7%

Hypertension (HT)
- % of HT patients treated in GOPCs with Blood Pressure < 140/90mmHg

Renal
- % of end-stage renal disease   patients receiving Haemodialysis treatment

Mental Health
- Average Length of Stay (ALOS) of acute inpatient (IP) care (with LOS ≤ 90 days)

Cardiac

- % of acute myocardial infarction patients prescribed with Statin at discharge
- % of ST elevation myocardial infarction patients received primary Percutaneous Coronary Intervention

  A2.11 Technology
  % of medical equipment with age beyond the expected life

A3 Efficiency in Use of Resources

A3.1 Bed management
* Bed occupancy rate (%) (IP overall midnight)
* ALOS (day) for general inpatients

A3.2 Day surgery services
Rate of day surgery plus same day surgery for selected procedures

A3.3 Productivity
Total weighted episodes (WEs) of acute inpatient services
Growth index for non-acute inpatient services
Growth index for ambulatory / community care services

B. Human Resources KPIs

B1 Manpower Situation

B1.1 Manpower Position
Manpower Position
- By Staff Group

B1.2 Attrition (Wastage) Rate/Resignation
5 Years Trend Attrition (Wastage) Rate
- By Cluster
- By Staff Group

No. of resignations (Medical Staff)
- No. of resignations
- No. of resignations per 100 staff (Resignation rate)

No. of resignations (Nursing Staff)
- No. of resignations
- No. of resignations per 100 staff (Resignation rate)

No. of resignations (supporting (Care-related) Staff)
- No. of resignations
- No. of resignations per 100 staff (Resignation rate)

B2 Staff Wellness

B2.1   Sick Leave
Average Sick Leave Days taken per staff
-    By Staff Group
Percentage of staff with Sick Leave taken ≥ 50 days
-    By Staff Group
B2.2   Injury on Duty (IOD)
No. of IOD Cases per 100 FTE staff
-    By Staff Group
No. of IOD Leave Days per 100 FTE staff
-    By Staff Group

C. Finance KPIs

C1 Budgetary Performance

C1.1   Budgetary Performance
Budget Performance Report
Report on Capital Expenditure
Untaken Leave Balance
Drug Stock Balance and Stock Holding Period

Legend: CGAT - Community Geriatric Assessment Team
            CT - Computed Tomography
            ENT - Ear, Nose & Throat
            GYN - Gynaecology
            IVAS - Interactive Voice Appointment System
            MED - Medicine
            MRI - Magnetic Resonance Imaging
            MRSA - Methicillin-resistant Staphylococcus aureus
            O&T - Orthopaedics & Traumatology
            OPH - Ophthalmology
            OT - Occupational Therapy
            P1 - Priority 1
            P2 - Priority 2
            PAED - Paediatrics & Adolescent Medicine
            PSY - Psychiatry
            PT - Physiotherapy
            RCHEs - Residential Care Homes for the Elderly
            SURG - Surgery
            TURP - Transurethral Resection of the Prostate
            US - Ultrasound
            VMO - Visiting Medical Officer