

National Homecare KPI performance March 2017



healthcare at home
it's where you want to be



Foreword

We are pleased to publish our latest KPI report, continuing our commitment to the transparency of the service we provide to our patients and customers, helping us to drive further improvement in every way we can.

The importance and value of KPI reporting

Nearly 90% of hospitals surveyed in the Syndicated Supply Chain Research in 2016 by Clarient Research said it was 'important or very important' for homecare providers to provide key metrics on their performance. Healthcare at Home was the most widely recalled company for providing metric reports and we scored highest on the quality of our reports. We are proud to produce a National KPI Report which is aligned to the NHMC KPI framework and recommendations from the Hackett Report.

Our KPI Reports provide a benchmark for Healthcare at Home and service excellence in the clinical care in home sector. All of our previous KPI reports are accessible via our website at hah.co.uk/insights. We place a strong emphasis on the need for good communications and being made aware of any challenges that could impact the service provided for our patients.

This is an area that Healthcare at Home is continually striving to improve and will see a 'Customer Communication Pack' launched in Spring 2017 to better our communication proficiency with our customers.

For more information on our reports at a Trust level, please contact hello@hah.co.uk



Brian Duggan, BPharm, GPhC
UK Operations Director

Summary

Since January 2015, we at Healthcare at Home have been focused on the quality of our services, with the aim of providing a consistently excellent clinical care in the home service to patients and customers. This document covers the quality measures defined by the National Homecare Medicines Committee in the Homecare Medicines – Towards a Vision for the Future report.*

Our key focus is, of course, addressing areas for improvement based on the KPIs in this fourth Healthcare at Home National KPI Report.

Our delivery performance has remained very consistent over the past year, with both delivery success and on-time performance showing improvements during the last quarter. This performance is reinforced through our ongoing Patient Voice surveys, where 96% of patients tell us they are satisfied with our delivery service.

Following a slight increase in late deliveries over the summer period, we have seen a steadily improving trend over the past 3 months, with the number of late deliveries now below the YTD average.

The value of overdue invoices has steadily grown over the last few months. Some of this increase can be explained by the development and implementation of a new credit control system. It is expected that the level of overdue invoices will reduce over the next quarter, as this system is fully embedded into the business.

It is encouraging that we can report that, despite increasing numbers of deliveries being made, there is a downward trend in both informal concerns and formal complaints being reported.

As the number of new patient registrations continues to grow, it is great to see that the accuracy of registration forms has also improved, averaging over 97% during the last quarter. This continuous improvement reflects the ongoing work between our regional pharmacists, our dedicated transition team and the NHS centres they support.

In the table below, the green and pink triangles indicate how we're doing across each of our KPIs, with green indicating improvement and pink indicating the areas where we will be looking to make improvements over the coming months.

Summary						
		Qtr 3 vs YTD Avg	Oct 2016	Nov 2016	Dec 2016	YTD Avg
Patient Registrations	Number of Patients	▲	177,660	181,095	184,375	153,564
	New Registrations	▲	6,695	7,715	6,793	5,761
	KPI – % Correctly Completed Reg Forms	▲	96.2%	96.9%	96.5%	94.3%
	Service Finishers	▲	6,149	5,095	4,711	5,227
Prescriptions	Prescriptions Processed	▲	40,493	42,015	42,702	39,080
	KPI – % Non-Compliant Rx	▬	5.6%	5.6%	4.9%	5.1%
	KPI – % Rx Received with no PO	▼	24.4%	23.2%	21.9%	29.1%
Deliveries	Number of Deliveries	▬	81,517	84,285	80,688	77,565
	KPI – % Delivery Success	▲	95.7%	96.0%	95.9%	95.5%
	KPI – % HaH Culpable Failures	▼	1.1%	0.9%	0.9%	1.0%
	KPI – % Patient Culpable Failures	▼	3.1%	3.0%	3.2%	3.3%
	KPI – % Centre Culpable Failures	▼	0.1%	0.0%	0.1%	0.2%
	KPI – % Early & On Time	▲	95.9%	96.1%	96.4%	95.8%
	KPI – % In Full	▬	95.5%	97.7%	96.6%	98.7%
Invoicing	KPI – Overdue & Unpaid Invoice Value	▲	£30,791k	£44,903k	£55,136k	£37,975k
	KPI – % Credit Note Value	▲	7.4%	4.0%	4.8%	4.8%
Complaints	Formal Complaints	▬	171	186	162	187
	Formal Complaints as a % of Deliveries	▬	0.21%	0.22%	0.20%	0.24%

Delivery overview

Our delivery performance has remained very consistent over the past year, with both delivery success and on-time performance showing improvements during the last quarter. This performance is reinforced through our ongoing Patient Voice surveys, where 96% of patients tell us they are satisfied with our delivery service, which is always good to hear. The challenge we now share with our NHS colleagues is to minimise wasted activity by ensuring that patients remember when their delivery is due to arrive so they are available to take receipt of their medicines as planned.

Looking to the future...

We will enhance our patient automated messaging further, to advise of any delays and provide a revised estimated time of arrival (ETA), so we can help to inform patients exactly when we are likely to arrive.

An enhanced treatment tracker will be made available on our website. This will give patients more information about delivery of their medication.

“I am very happy with the service provided and the delivery drivers are so pleasant and always have a chat when they deliver.”

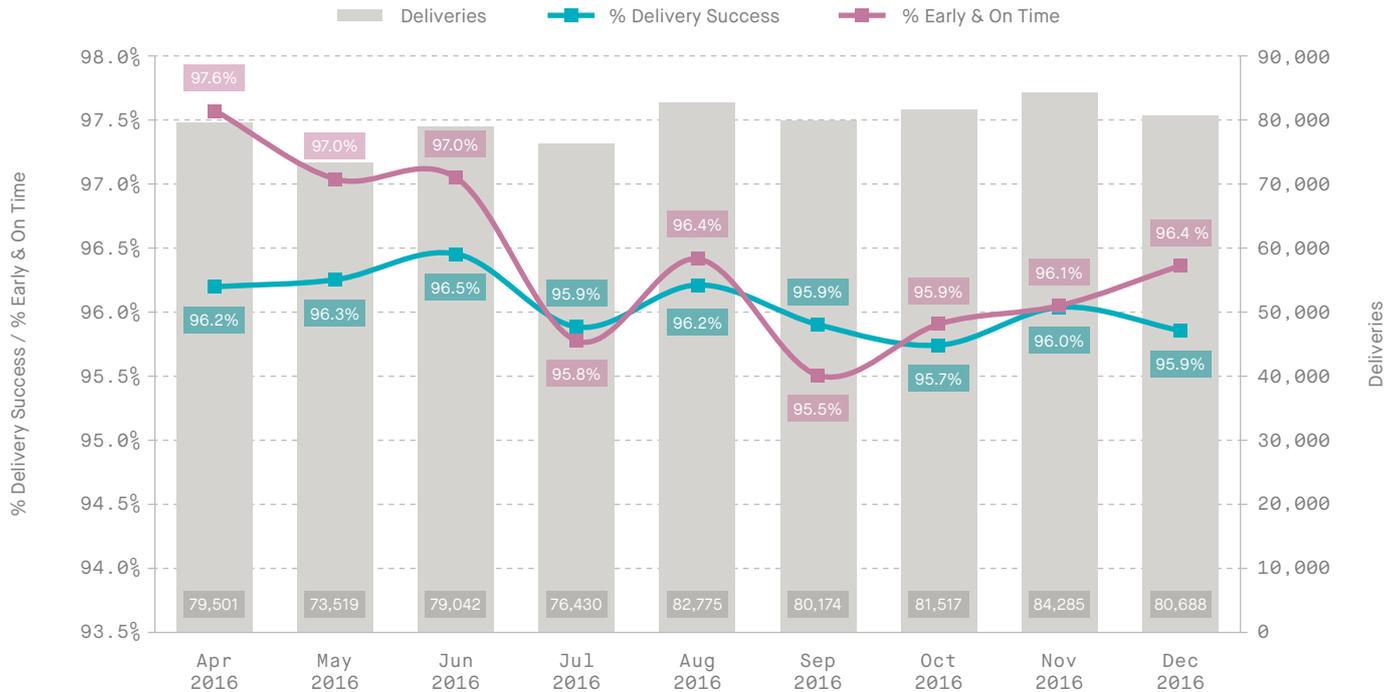
“I have been satisfied with my Healthcare at Home. Easy to talk to on phone and delivery driver is very easy to talk to.”*

	Qtr 3 Avg	YTD Avg
Deliveries	82,163	77,565
% Delivery Success	95.9%	95.5%
% Early & On Time	96.1%	95.8%

*Patient Voice Report, Q2 2016

Our delivery has been generally consistent, with both delivery success and on-time performance showing improvement in the last quarter.

Delivery overview



Late and partial deliveries

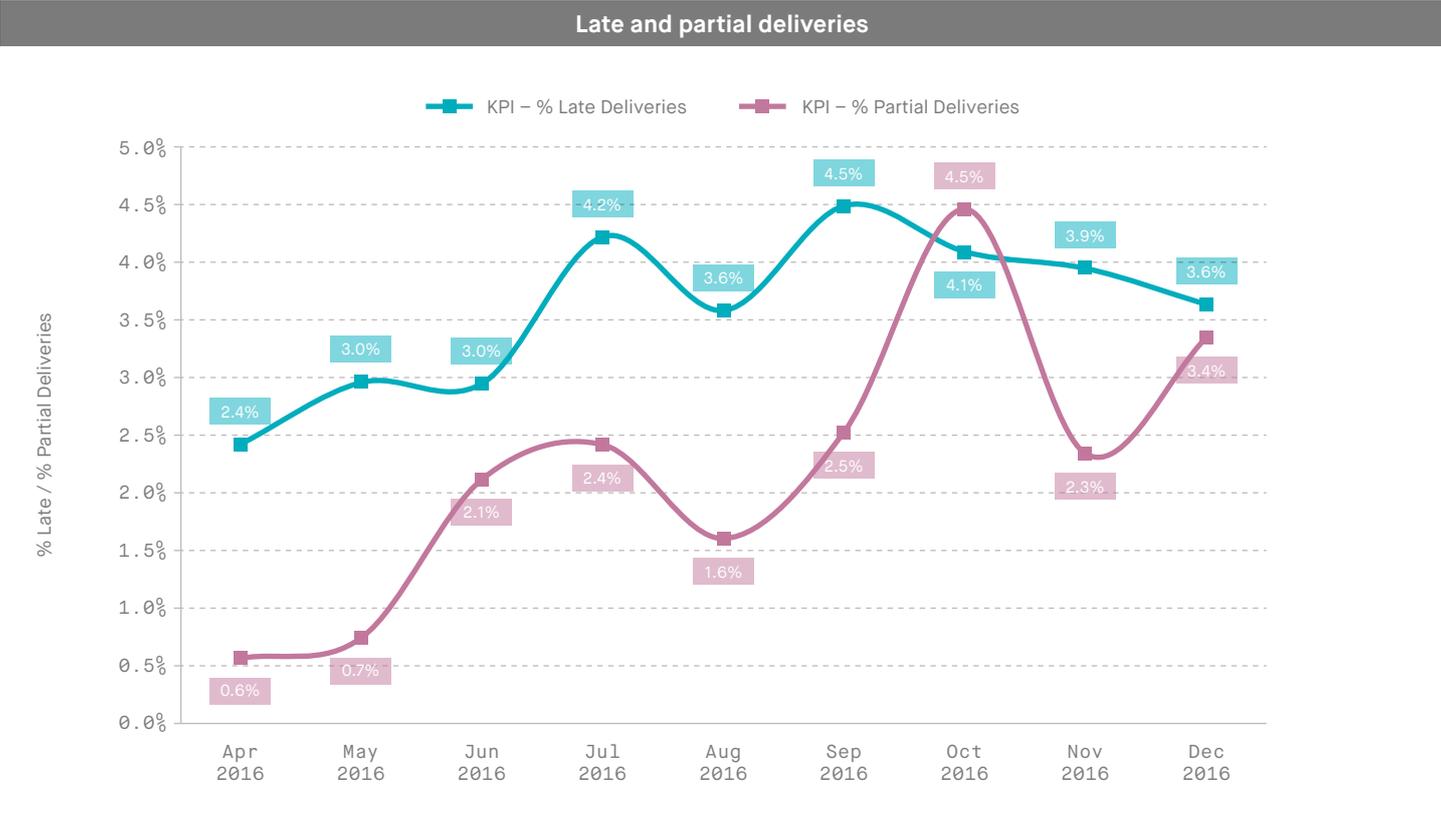
Following a slight increase in late deliveries over the summer period, we have seen a steadily improving trend over the past 3 months, with performance now below the YTD average, with only 3.6% of patients receiving their medicines after the agreed time window. There is continuous daily focus to ensure that the planning of our delivery routes, the maintenance of our vehicles and the training of our drivers is monitored, to ensure that the causes of late deliveries, wherever possible, are identified and addressed.

Looking to the future...

We recognise that the increase in partial deliveries can be a source of frustration for some patients, so we will continue to work closely with Pharma and NHS colleagues to manage short term supply deficit in certain high volume Homecare services. The key for Healthcare at Home is to ensure that no patients are at risk of not having access to their medicine in a timely manner.

	Qtr 3 Avg	YTD Avg
Deliveries	80,688	77,565
% Late Deliveries	3.9%	4.2%
% Partial Deliveries	3.4%	1.3%

Late Deliveries in the past quarter have been below the YTD average, with only 3.6% of patients receiving their medicines after the agreed time window.



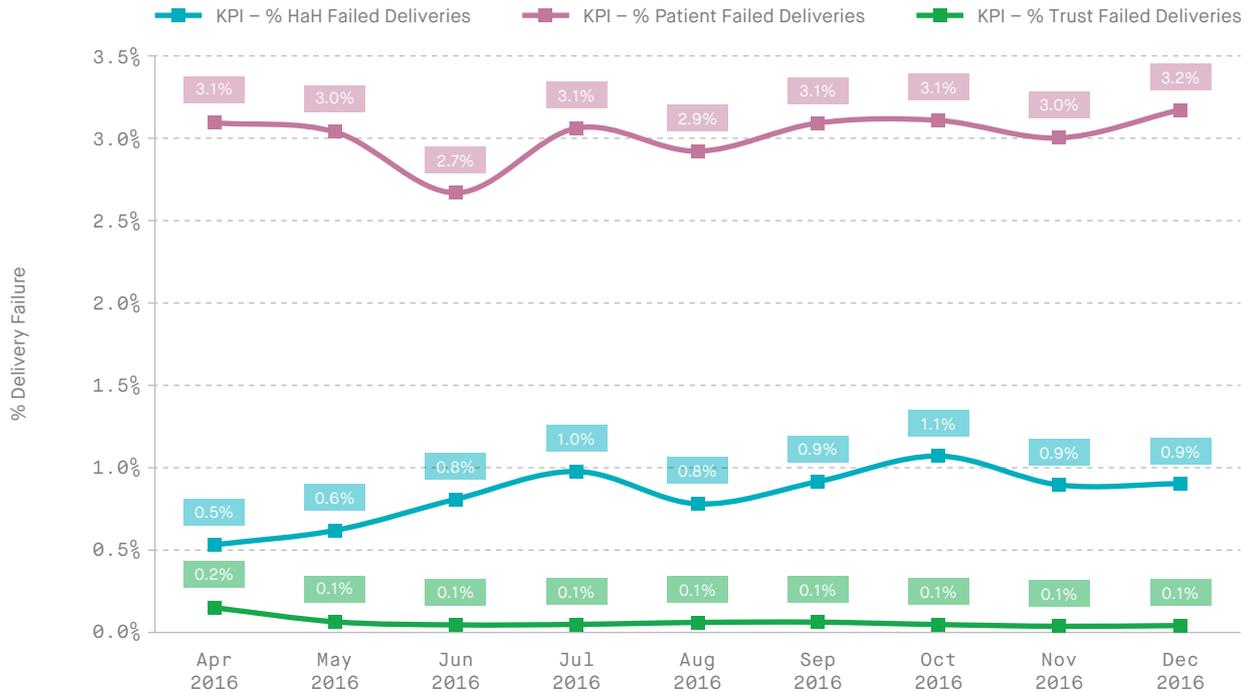
Delivery failure

Once again, we are pleased to report a very consistent level of performance, with the biggest challenge still being patients not available to accept a planned delivery within an agreed time window. We are currently working with patients directly to better understand the most common reasons why they are not available to receive their deliveries as planned, and as this insight develops we will consider how further support can be offered to patients to reduce the wasted activity associated with an unsuccessful delivery.

	Qtr 3 Avg	YTD Avg
% HaH Failed Deliveries	1.0%	1.0%
% Patient Failed Deliveries	3.1%	3.3%
% Centre Failed Deliveries	0.1%	0.2%

Overall, the number of failed deliveries has been consistently low, and we are working with patients to understand the reasons why they are not available to accept their deliveries as planned, so we can reduce wasted activity further.

Delivery failure



Invoicing

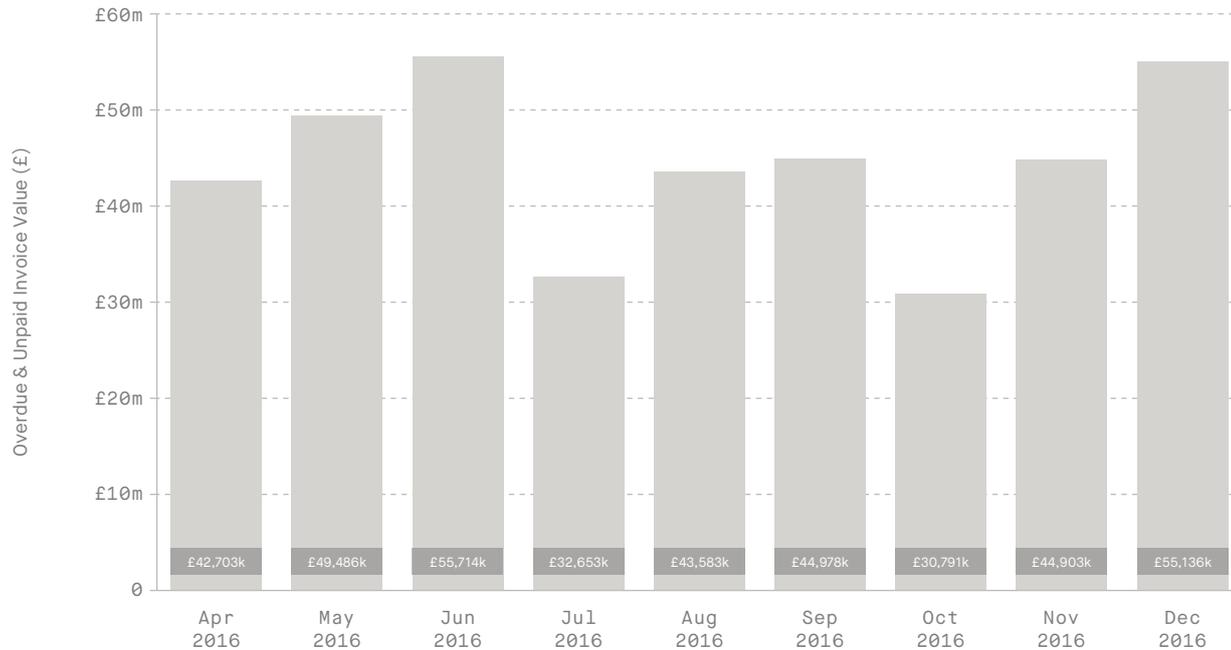
The value of overdue invoices has steadily grown over the past few months. Some of this increase can be explained by the development and implementation of a new credit control system. This new technology will increase the level of automation and improve our working practices, with the aim of increasing the efficiency and quality of our interaction with our customers.

It will also enable us to resolve queried invoices more efficiently and better identify the root cause of exceptions. In addition, we have recently created a specialised Query Team who are collaborating with internal departments to ensure that queries are investigated, and resolutions offered to our customers. A major part of this is working with our partners and stakeholders to identify and fix the root cause of those issues, to prevent them reoccurring. It is expected that the level of overdue invoices will reduce over the next quarter as this system is fully embedded into the business.

	Qtr 3 Avg	YTD Avg
Overdue & Unpaid Invoices	£43,610k	£37,975k
% Credit Notes (compared to invoices)	3.6%	3.7%
% Credit Note Value (compared to invoices)	5.4%	4.8%

Although the value of overdue invoices has risen in the last quarter, we believe this is due to the implementation of our new technology, and as this beds in over the next quarter we expect these numbers to reduce.

Invoicing



Complaints

Throughout 2016, we have made significant efforts to improve the reporting accuracy and transparency of the services provided by Healthcare at Home. It is encouraging that we can report that, despite increasing numbers of deliveries being made, there is a downward trend in both informal concerns and formal complaints being reported.

The majority of formal complaints involve customer patient services (CPS) and logistics. CPS complaints are generally the accuracy of call dates to arrange delivery, instructions to patients not being sufficiently clear, issues and delays in medicine delivery not communicated and insufficient quantities of buffer stock.

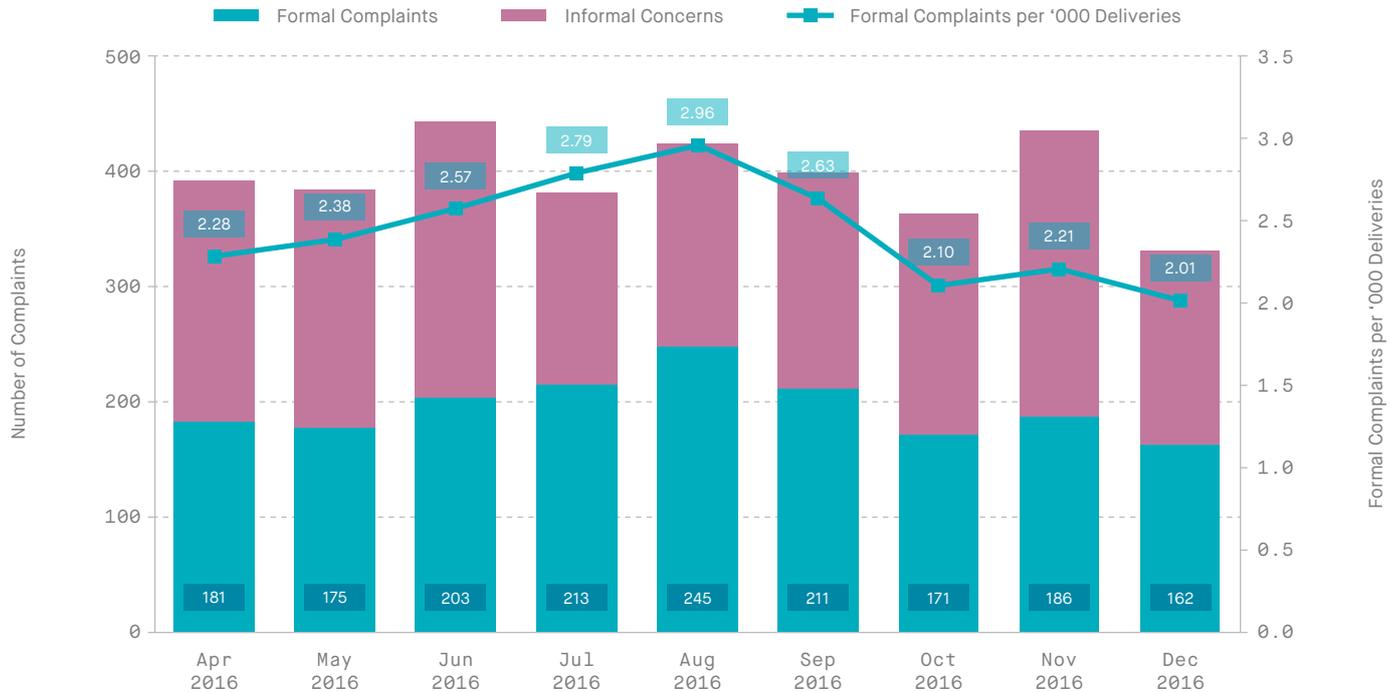
Logistics complaints include inappropriate behaviours or communications, patients not in to receive delivery at agreed times, medicines very occasionally being delivered to an unauthorised recipient or an unauthorised signatory, delivery early before agreed time window, delivery delay, traffic congestion, no notice, planned delivery outside of the previously agreed time window, and temperature deviation.

Warehouse complaints include picking errors and goods left in depot, missing or left behind. Healthcare at Home continues to review and learn from all patient feedback and seeks to make internal process improvements to ensure that all patients continue to receive a positive experience of our services.

	Qtr 3 Avg	YTD Avg
Informal Concerns	203	166
Formal Complaints Received	173	187
Formal Complaints per '000 Deliveries	2.10	2.41
Formal Complaints as a % of Deliveries	0.21%	0.24%

We are pleased to report that there has been a downward trend in both informal concerns and formal complaints being reported.

Complaints



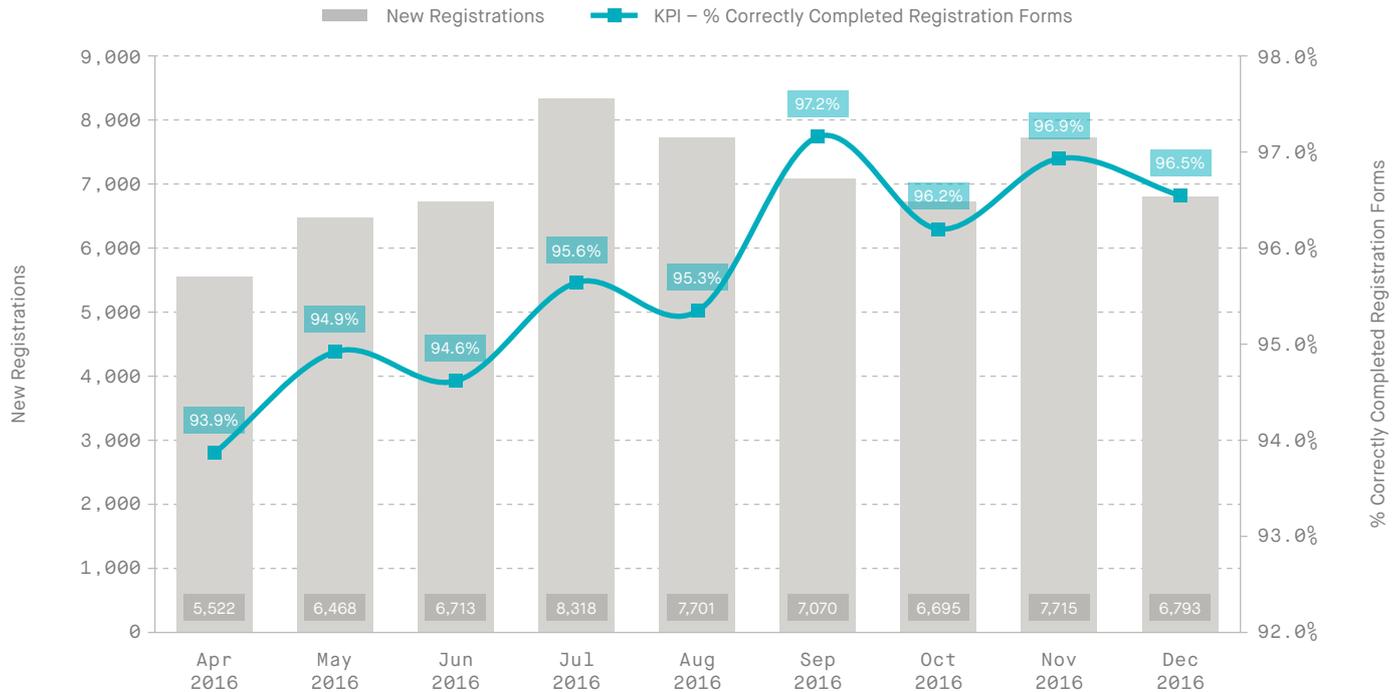
Registration form accuracy

As the number of new patient registrations continues to grow, it is great to see that the accuracy of registration forms has also improved, averaging over 97% during the last quarter. This continuous improvement reflects the ongoing work between our regional pharmacists, our dedicated transition team and the NHS centres they support.

	Qtr 3 Avg	YTD Avg
New Registrations	7,068	5,761
Correctly Completed Registration Forms	6,825	5,434
% Correctly Completed Registration Forms	96.6%	94.3%

Registration form accuracy has improved, averaging over 97% over the last quarter, which is particularly satisfying as the number of new patient registrations has continued to grow, showing great collaboration between all involved.

Registration form accuracy



Definitions

Number of
Current Patients

Patients who are registered, excluding those 'on hold', irrespective of whether a delivery has been due that month.

New Registrations

Number of new registrations of patients for the homecare therapy in the reporting period, regardless of whether or not they have received a delivery. Includes new registrations of previously permanently inactive patients (as opposed to just 'on hold') and the registration of current patients for additional therapy areas. "Date as Registered" is the date that the patient is registered on the Homecare Providers' system (which may be different to the actual date on the patient registration form).

Number of Correctly
Completed
Registration Forms

A correctly completed registration document is one that contains sufficient information to facilitate the legal and safe delivery of treatment to the patient. If it must be returned to the referrer for alteration or requires the Homecare Provider to contact the referrer for clarification it should be recorded as non-compliant. For clarity, 1 patient = 1 document set, irrespective of the number of forms per registration.

KPI – % Correctly
Completed
Registration Forms

Number of correctly completed patient registrations received as % of total number of new patient registrations received.

Number of Patients
Ending Service

Patients permanently removed from the Homecare Providers' register, where service end date is within reporting period. If a patient is made permanently inactive but subsequently re-starts treatment, this patient should be re-registered as a new patient for KPI reporting purposes, even when the permanently inactive patient record is technically re-activated to maintain the full clinical history. If a patient is simply 'on hold', this does not qualify as no longer registered.

New Rx Received

Total number of prescriptions (new and repeat) received by the Homecare Provider and placed on the system. For clarity, a prescription is one prescription form, regardless of how many instalments or items are on that prescription.

Non-Compliant Rx

A compliant prescription is one that is legal, safe, clinically appropriate, as defined by the responsible dispensing pharmacist, and contains, or is provided with, information as defined in the SLA.

If it must be returned to the Centre or prescriber for alteration or requires the Homecare Provider to contact the prescriber for clarification, it should be recorded as non-compliant.

Rx without a PO

Prescriptions not including either reference to purchase order generated by Centre or supplied with an accompanying purchase order document.

KPI – % Non-Compliant
Prescriptions

Number of non-compliant prescriptions as % of total prescriptions received.

KPI – % Prescriptions Without a PO	Number of prescriptions received without a purchase order number included as % of total prescriptions received.
Number of Deliveries Made	Total number of deliveries made, whether partial or in full. This will also include any 'out of schedule' deliveries required for any reason.
Late Deliveries	The number of deliveries that were made on the scheduled day, but not within the allocated delivery time slot agreed with the patient. If the delivery must be rescheduled to a different day it is not recorded here but is recorded as a Failed Delivery.
Early & On Time Deliveries	The total number of deliveries which have a recorded arrival time minus the number of late deliveries as defined above.
Failed Deliveries Total	A Failed Delivery is where a delivery has been scheduled with the patient, but the patient did not receive it, and as a result it was necessary to reschedule the delivery on a different day.
Delivery Success	Total number of deliveries scheduled to be made by HaH minus Failed Deliveries as defined above.
Failed Deliveries HaH	Number of Failed Deliveries due to service provider, also including those failures where the culpability is unclear.
Failed Deliveries Patient	Number of Failed Deliveries due to patient.
Failed Deliveries Centre	Number of Failed Deliveries due to NHS Centre/ Purchasing Authority.

Partial Deliveries	A Partial Delivery is where the full expected complement of medicines and ancillaries is not received.
KPI – % Late Deliveries	Number of medicines and ancillaries deliveries not on time as % of total number of deliveries.
KPI – % Failed Deliveries	Number of Failed Deliveries as % of total number of deliveries.
KPI – % Failed Deliveries HaH	Number of Failed Deliveries due to service provider as % of total number of deliveries.
KPI – % Failed Deliveries Patient	Number of Failed Deliveries due to patient as % of total number of deliveries.
KPI – % Failed Deliveries Centre	Number of Failed Deliveries due to NHS Centre/ Purchasing Authority as % of total number of deliveries.
KPI – % Partial Deliveries	Number of medicines and ancillaries deliveries not in full as % of total number of deliveries.
KPI – Overdue & Unpaid Invoice Value	Value of invoices issued and remaining overdue for payment.
KPI – % Credit / Debit Note Value	Value of Credit or Debit notes as % of value of invoices issued.
KPI – % Credit / Debit Note	Number of Credit or Debit notes as % of number of invoices issued.
Complaints	Number of both informal and formal complaints logged in Quality Management System.

**every member of our
team, from specialist
clinician to driver,
lives by the same
simple philosophy:
the patient comes first**







For more information on these reports at a Trust/Health Board level please contact hello@hah.co.uk

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