

Trust Performance Scorecard

Safe

CPA Acute & PICU % of patients followed-up 7 Days after discharge
Care Programme Approach: % of patients reviewed in the last 12 months
Admissions to adult facilities of patients who are under 16 years of age.
Number of SI incidents reported
Number of Never Events
136 Suite – inappropriate use
Seclusion Room – inappropriate use
Number of Mixed Sex Accommodation occurrences
Adult Acute Inpatient Risk Assessments - % Current (From sample)
Crisis Team Caseloads (for information)
Barnet
Enfield
Haringey
CAMHS Waiting Lists - Percentage of GP referrals waiting over 13 weeks (snapshot taken on last working day)

2016/17											
	Qtr 1			Qtr 2			Oct	Qtr 3		Qtr 4	
	Apr	May	Jun	Jul	Aug	Sep		Nov	Dec	Jan	Feb
CPA Acute & PICU % of patients followed-up 7 Days after discharge	99.2%	99.1%	100.0%	99.2%	97.5%	99.3%	99.1%	100.0%	99.3%	100.0%	100.0%
Care Programme Approach: % of patients reviewed in the last 12 months	95.8%	96.5%	96.7%	95.2%	96.9%	96.0%	95.6%	97.0%	96.5%	96.2%	96.3%
Admissions to adult facilities of patients who are under 16 years of age.	0	0	0	0	0	0	0	0	0	0	0
Number of SI incidents reported	3	7	4	7	3	7	5	5	5	5	7
Number of Never Events	0	0	0	0	0	0	0	0	0	0	1
136 Suite – inappropriate use	0	0	1	0	1	0	0	0	1	0	1
Seclusion Room – inappropriate use	0	0	0	0	0	0	0	0	0	0	0
Number of Mixed Sex Accommodation occurrences	0	0	0	0	0	0	0	0	0	0	0
Adult Acute Inpatient Risk Assessments - % Current (From sample)	96%	92%	95%	96%	97%	96%	98%	96%	97%	95%	97%
Crisis Team Caseloads (for information)											
Barnet	95	102	92	96	112	76	71	70	79	64	67
Enfield	114	125	119	123	152	154	114	142	129	114	104
Haringey	87	99	71	87	107	79	75	74	93	69	77
CAMHS Waiting Lists - Percentage of GP referrals waiting over 13 weeks (snapshot taken on last working day)	10.1%	9.8%	5.9%	5.3%	8.5%	14.0%	12.1%	6.2%	9.2%	8.0%	8.7%



Target	February Comments
95%	
95%	
0	
	Seven serious incidents were recorded in February - One in Barnet, two in Enfield, one in Haringey and three in Specialist Services. Details will be reported in the Medical Director's Serious Incident Update. Indicator name corrected to clarify that figures refer to investigation level (not severity level).
0	Incident on Fennel Ward. Incorrect insulin dosage and incorrect device used.
0	One reported incident under investigation to confirm nature of the circumstances recorded. - covered in quality report.
0	
0	
90%	
3%	Performance across the three boroughs varied. Barnet remained within target, and significant improvement in Haringey have brought the borough in line with the target. Enfield remains significantly over target at 20%. Recruiting issues remain within the service due to national shortage of skilled staff. Waiting List funding of £247K now fully committed with temporary staff phased to start from 20th March. This will have a significant effect on the waiting list. Continuing issue around transformation funding to meet rising demand remains to be resolved.

Effective

Infection Control: number of MRSA cases
Infection Control: Number of Clostridium Difficile cases
% PbR Cluster Reviews completed on time
% Patients gate kept by the Crisis Resolution and Home Treatment Team
% Admissions that are emergency readmissions within 28 days of previous discharge
Falls resulting in severe injury or death
Grade 3 or 4 pressure ulcers
Formal Complaints received
Complaints: Response in time

Infection Control: number of MRSA cases	0	0	0	0	0	0	0	0	0	0	0
Infection Control: Number of Clostridium Difficile cases	0	0	0	0	0	0	0	0	0	0	0
% PbR Cluster Reviews completed on time	88.4%	87.8%	90.2%	88.3%	88.2%	89.1%	89.8%	90.2%	88.1%	88.2%	87.6%
% Patients gate kept by the Crisis Resolution and Home Treatment Team	100.0%	98.9%	100.0%	100.0%	99.2%	100.0%	95.8%	98.2%	100%	100.0%	100.0%
% Admissions that are emergency readmissions within 28 days of previous discharge	1.7%	1.0%	2.8%	0.9%	0.8%	1.8%	1.0%	0.8%	0.8%	1.4%	0.8%
Falls resulting in severe injury or death	0	1	1	1	0	2	0	0	0	1	0
Grade 3 or 4 pressure ulcers	2	3	2	1	2	3	2	2	3	0	1
Formal Complaints received	18	9	21	22	14	18	12	17	10	23	18
Complaints: Response in time	72.0%	100.0%	95.0%	90.0%	64.0%	94.0%	92.0%	93.0%	90.0%	76.0%	tbc



Target	February Comments
0	
0	
85%	
95%	
5%	
0	
1	One incident reported at the Bowes District Nursing Team in February. Incidents reported via datix are investigated and can take time for the final position to be validated. This can result in the amendment of figures reported in prior months.
-	
90%	This is the percentage of complaints received in the reporting month that received responses within the 25 day target or within a timescale agreed with the complainant. As such, the measure is reported a month in arrears.

Caring

Patient Survey - Information provided
Patient Survey - involved in decisions
Patient Survey - treated with dignity
Overall Patient Satisfaction
Number of patients completing surveys
Overall Carer Satisfaction
Number of carers completing surveys
Patient FFT - Mental Health Response Rate
Patient FFT - ECS Response Rate

Patient Survey - Information provided	86%	84%	86%	87%	87%	88%	88%	85%	87%	88%	90%
Patient Survey - involved in decisions	87%	85%	86%	87%	88%	88%	87%	86%	86%	84%	85%
Patient Survey - treated with dignity	93%	91%	93%	94%	95%	94%	94%	93%	92%	93%	93%
Overall Patient Satisfaction	87%	85%	87%	88%	88%	89%	89%	85%	86%	87%	88%
Number of patients completing surveys	716	884	730	797	810	727	695	674	638	582	710
Overall Carer Satisfaction	94%	87%	87.0%	89%	91%	95%	90%	92%	93%	89%	91%
Number of carers completing surveys	122	101	162	119	146	83	133	182	211	156	106
Patient FFT - Mental Health Response Rate	7.0%	10%	8%	7%	9%	7%	7.3%	8%	8%	8%	9%
Patient FFT - ECS Response Rate	2%	2%	2%	3%	3%	2%	2.3%	2%	3%	2%	1%



Target	February Comments
80%	
80%	
80%	
80%	
700	The new Trust wide survey was launched January 3 rd 2017. Patient Experience Managers have met teams in Quality Improvement Meetings to highlight the issues and provide additional support in improving uptake.
80%	
130	The fall in the patient and carer survey has been noted and work has been on going since the launch of the new survey in January to support teams in improving take up.
7%	Response rates are based on the number of people accessing services in the month. The target is an indicative value, based on the values over the past year.
3%	

Trust Performance Scorecard

Patient FFT - Mental Health Overall Score
Patient FFT - ECS Overall Score

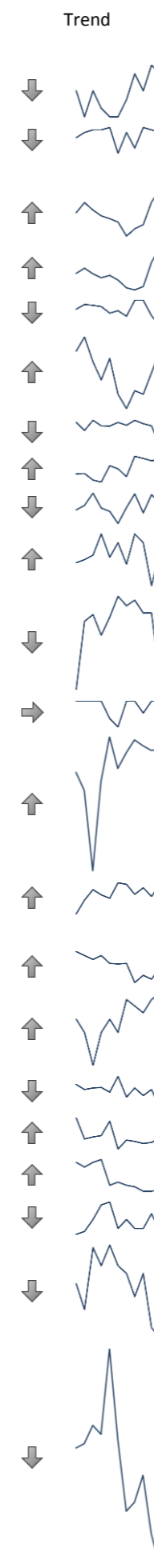
Responsive

DToC - % All Occupied Bed Days (OBDs) due to delayed transfers
DToC - % Adult OBDs due to delayed transfer of care
DToC - % Older People's OBDs due to delayed transfer of care
DToC - Number of Patients delayed in the month
Let's Talk (Enfield IAPT) % of people treated within 18 weeks of referral
Let's Talk (Enfield IAPT) % of people treated within 6 weeks of referral
Let's Talk (Enfield IAPT) number entering treatment each month.
Let's Talk (Enfield IAPT) Recovery Rate
EIP % of people treated within 2 weeks
CRHT GP Response Times - 4 hours
Liaison Service - N. Mid 1-hour response time for A&E referrals
Liaison Service - Barnet 1-hour response time for A&E referrals

Well Led

Proportion of staff compliant with individual mandatory training requirements
Sickness/absence rate %
Agency as a % of Employee Spend (Financial - agency spend as a percentage of staffing spend)
Bank as a % of Employee Spend (Financial - bank spend as a percentage of staffing spend)
Agency as a % of Employee Time (Workforce - Agency WTE as a percentage of budgeted establishment)
Bank as a % of Employee (Workforce - Agency WTE as a percentage of budgeted establishment)
Total vacancy rate (% established posts without staff members in place)
Nursing Vacancy Rate

2016/17											
Qtr 1			Qtr 2			Qtr 3			Qtr 4		
Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	
84%	81%	84%	82%	81%	81%	83%	86%	84%	87%	86%	
95%	97%	98%	98%	99%	89%	97%	91%	99%	98%	97%	
9.1%	10.7%	9.5%	8.65%	8.21%	7.70%	5.55%	6.65%	7.27%	10.77%	12.65%	
9.4%	10.8%	9.2%	8.12%	8.77%	7.42%	5.21%	4.62%	5.56%	12.52%	16.81%	
8.7%	10.4%	10.1%	9.6%	7.3%	8.2%	6.2%	12.0%	11.9%	6.4%	2.7%	
34	38	31	26	32	22	18	23	22	28	34	
99.6%	98.0%	100.0%	98.9%	98.9%	99.6%	99.0%	100.0%	99.3%	98.9%	95.0%	
91.9%	92.0%	90.0%	89.4%	94.4%	93.4%	91.0%	97.3%	96.6%	95.9%	96.0%	
452	473	535	461	444	384	463	531	437	527	485	
46.4%	46.9%	47.5%	50.6%	47.2%	49.3%	46.2%	50.6%	49.3%	43.1%	47.9%	
44.4%	62.5%	64.3%	58.8%	63.6%	69.2%	66.7%	68.2%	64.7%	64.7%	47.4%	
100.0%	100.0%	100.0%	100.0%	97.5%	96.3%	100.0%	100.0%	98.3%	100.0%	100.0%	
82.0%	80.0%	71%	81%	86%	82.5%	84.2%	85.6%	85.0%	84.5%	84.6%	
77.0%	85.0%	91%	88%	86%	95%	94.0%	88.3%	92.1%	87.1%	93.9%	
85%	84%	83%	84%	82%	81.8%	82%	77.1%	79%	78.0%	80.8%	
3.3%	3.1%	2.6%	3.1%	3.3%	3.1%	3.6%	3.5%	3.4%	3.6%	3.7%	
8.4%	7.7%	7.9%	8.0%	7.3%	9.6%	6.6%	7.9%	6.8%	7.7%	5.1%	
10.6%	8.7%	8.9%	9.0%	10.3%	7.8%	8.6%	8.5%	8.3%	8.4%	8.8%	
4.6%	4.3%	4.6%	4.8%	3.1%	3.3%	3.1%	3.0%	2.7%	2.7%	2.8%	
8.9%	9.0%	9.4%	9.9%	10.0%	9.1%	9.4%	9.1%	9.1%	9.6%	9.0%	
12.0%	11.0%	13.4%	12.7%	13.5%	12.7%	12.4%	11.5%	12.4%	10.3%	9.9%	
17.7%	17.8%	18.2%	18.0%	19.9%	17.9%	16.3%	16.5%	17.1%	15.8%	15.1%	



Target	February Comments
80%	The patient experience team have started work with the services in ECS to review the FFT / surveys used and assurance will be managed through local Governance meetings and the Deep Dives.
90%	
7.5%	The number of people delayed, the number of days lost to delay and the days lost as a proportion of all OBDs. The increase in February was mainly due to the number of DToCs in Enfield and Haringey. A high proportion of DToCs continue to be predominantly due to delays around funding agreements and accommodation issues. The trust has also engaged in London-wide work to reduce delayed transfers of care.
5%	
20%	
30	Overall the actual number of DToCs increased in the month. Equal increased numbers were in Barnet and Haringey. Enfield remained un changed. Regular DToCs meetings and close monitoring of discharges practices continue to remain a high priority.
95%	
75%	
441	In the month 485 people entered treatment, 9.9% (44) above the access target of 441. Year to date, the target was exceeded by 7.0% (341) clients.
50%	Although the recovery rate was below target, the percentage of patients showing reliable improvement was 62.70%. The recovery rate will be further analysed as the number of referrals continues to remain high for the service.
50%	19 cases met the Access Standard criteria in February, of which 9 were taken onto the caseload within 14 days. 10 breaches were reported in the month: 1 in Barnet, 1 in Enfield and 8 in Haringey. Demand remain particularly high for the service, mainly Haringey with approximately 60 referrals being the average received each month. New investment has been agreed for EIP, to start in April 2017.
95%	
95%	Limited staffing resources to work out of hours and multiple referral continues to impact on the ability to assess all referrals within the 1 hour target. The NNUH and NCL have put forward a MH Liaison bid via the Sustainability and Transformation Plans (STP) Committee for additional staff to strengthen the service. The bid is part of the new guidance on implementing the Evidence-based Treatment Pathway for Urgent and Emergency Liaison Mental Health Services for Adult and Older Adults.
95%	The number of referrals received were 13% less than the previous month. This may have had a significant impact on the service improved performance.
90%	Additional courses, workbooks and e-learning are in place to meet demand. An improvement plan is in place.
3.5%	Sickness absence continues to be monitored with boroughs, and with support from OH. The policy is currently under review and monitoring using the Bradford score has commenced. This is expected to introduce further rigour into the process.
10%	
7%	The volume of agency bookings have shown a declining trend in general. The increase in spend is being reviewed and is expected (as previously identified) to relate to delayed invoices. Areas of high non-clinical spend are being reviewed with the respective services. It is expected that this will have a further impact on agency bookings in the Trust.
4%	
10%	
10%	There is a reduction to the overall level of vacancies within the Trust. This has been the result of a small reduction in overall establishment, and an increase to staff in post. Recruit to vacancies remains on track alongside continued engagement with the boroughs. Vacancy % Rate for overall Inpatient Services is currently 9.2%, whereas Community Services is currently 12.7%.
10%	There has been a small decrease to the budgeted establishment under N&M roles (8 wte), however due to retaining staff in post (wte) the overall Nursing vacancy % rate has decreased by 0.7%. The recruitment campaigns in the Philippines and the EU have begun. Skype interviews for EU candidates have been progressing. A clinical panel will be visiting the Philippines at the end of March for in-person interviews. A calendar of recruitment events (including career fairs, university placement events and open days) for the year has been finalised with the boroughs. Registered Nurse Vacancy % Rate for Inpatient Services is currently 13.2%, whereas Community is currently 21.7%. Further work is being done with the community teams to look at dedicated recruitment campaigns and competency development frameworks.

Trust Performance Scorecard

Medical vacancy rate
Time to hire (mean number of days from advert start to provisional start date)
Staff Turnover (Total)
- Staff turnover (Unplanned)
- Staff turnover (Planned)
Percentage of exit interviews where the trust was described as a good place to work
Staff FFT - Response rate
Staff FFT - Overall score: % would recommend as a place to work
Staff FFT - Overall score: % would recommend as a place for care
Estates Maintenance - proportion of jobs that are unplanned

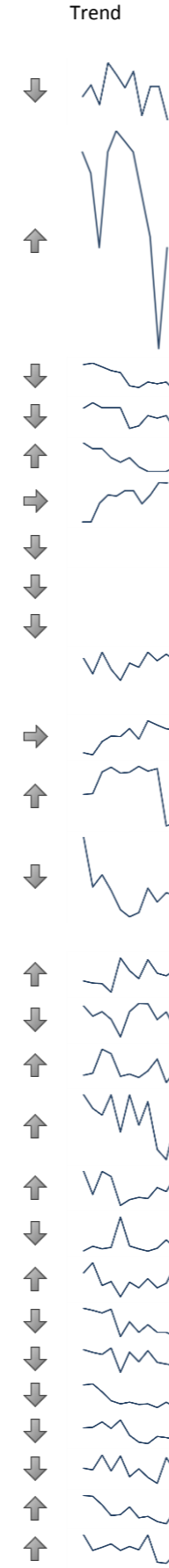
Enablement

Percentage of people in receipt of Community Mental Health services who are in settled accommodation
Percentage of people in receipt of Community Mental Health services who are engaged in structured occupations, including actively seeking work, parenting and running a home
Assessment Services DNA Rate

Activity and Efficiency

Activity Recording - Percentage variance from contracted activity plan (CCG Contracted Activity)
Adults - Mean length of acute inpatient stay on discharge (Trimmed to exclude <3 and >90 days)
Adults - Mean length of acute inpatient stay on discharge (Untrimmed)
Adults - Median length of acute inpatient stay on discharge (Untrimmed)
Adults - percentage people on the acute inpatient caseloads that have had stays of over 100 days
Older People - Mean length of acute inpatient stay (Untrimmed)
Older People - Median length of acute inpatient stay (Untrimmed)
Mental Health DNA Rates (Excluding CRHTs)
- Mental Health DNA Rates - Adults
- Mental Health DNA Rates - Older Adults
- Mental Health DNA Rates - CAMHS
Memory Clinic Number of Referrals
Memory Clinic: Average No of weeks from Referral to Assessment
Memory Clinic :Average No of weeks between Assessment Appointment & Dementia Start Date

2016/17										
Qtr 1			Qtr 2			Qtr 3			Qtr 4	
Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
11.2%	12.9%	10.0%	16.2%	14.4%	12.5%	14.9%	8.4%	12.7%	12.7%	7.8%
104	102	95	104	106	105	104	100	96	86	95
14.4%	14.5%	14.3%	14.1%	14.0%	13.3%	13.2%	13.5%	13.4%	13.5%	13.0%
10.3%	10.5%	10.3%	10.3%	10.3%	9.5%	9.6%	10.0%	9.9%	10.0%	9.4%
4.1%	4.0%	4.0%	3.8%	3.7%	3.8%	3.6%	3.5%	3.5%	3.5%	3.6%
58.8%	58.8%	59.7%	60.1%	60.0%	60.3%	60.3%	59.7%	60.1%	60.7%	60.7%
21.67%			16.50%			53%				
67.98%			60.00%			59%				
70.44%			54.00%			60%				
52%	45%	55%	47%	42%	50%	48%	55%	51%	54%	51%
75.2%	75.1%	75.9%	76.3%	76.2%	77%	76%	77%	77%	77%	77%
24.8%	24.8%	26.1%	26.3%	26.0%	26.0%	26%	26%	26%	23%	23%
23.0%	17%	18.7%	16.8%	14.6%	13.8%	14.3%	17.1%	15.5%	16.6%	16.2%
2.5%	1.5%	1.2%	-3.7%	15.3%	8.3%	3.8%	14.2%	6.9%	5.5%	9.0%
29	26	27	25	20	27	29	29	25	27	22
35	36	46	44	34	35	34	37	42	32	37
28	26	25	28	22.5	28	23.5	27	20	18.5	24
16.2%	13.7%	16.2%	15.7%	12.5%	13.1%	13.4%	13.3%	14.5%	14.0%	15.7%
31	50	40	45	167	51	39	29.8	42	74.6	41
36	45	25	28.5	15	28	23	31	23	27	43
8.7%	8.5%	8.4%	8.6%	6.9%	7.8%	7.2%	7.7%	7.2%	7.2%	6.9%
9.4%	9.2%	9.0%	9.6%	7.4%	9.2%	8.4%	9.4%	8.3%	8.1%	8.0%
4.1%	4.2%	3.6%	2.9%	2.6%	2.8%	2.6%	2.6%	2.4%	2.8%	2.4%
10.4%	10.5%	11.3%	10.3%	11.6%	9.3%	8.2%	8.0%	9.1%	8.9%	8.6%
151	148	176	146	174	135	150	134	123	171	144
8.30	8.17	6.97	5.50	5.60	6.67	5.18	5.37	4.67	4.36	6.33
5.97	4.03	4.43	4.87	4.03	4.53	4.11	5.99	2.57	2.43	3.63



Target	February Comments
10%	The Medical vacancy has reduced to 7.8% as expected following the reconciliation on the Finance Ledger of the medical establishment. Recruitment to vacancies continues in collaboration with the boroughs.
-	A range of process improvements have been introduced in recruitment. An SLA is now in place which highlights the need for pace. Changes have been made to internal recruitment and transfer processes. OH processes have been streamlined and incorporated within the existing TRAC software to address delays in OH clearances. The team are working towards a challenging target of 77 days, to be achieved by March 2017. Performance worsened in February and a review of the data has shown that the holiday period in December/January affected timescales. Further reviews will take place with the recruitment team to ensure that improved processes are embedded. Work is being done with managers to ensure that timescales for shortlisting and interviewing are reduced to those agreed within the SLA.
15%	
11%	
5%	
-	
10%	
50%	These are the provisional figures from the 2016 National Staff Survey. The final figures have not yet been released by NHS England. The equivalent questions in the NSS provide the Qtr 3 data.
55%	
55%	
70%	
20%	
15%	DNA rates combined for all three Assessment Services slightly decreased. The significant decrease in Enfield was offset by increases in Barnet & Haringey. The figures still remain lower than they were at the start of the year. Analysis of DNAs by referring GP continues to inform work with primary care.
3%	At the end of month 11, the Trust was 8.9% above NEL CCGs' commissioned activity levels.
21	Management continues to address lengths of stay over 100 days. A total of 122 people were discharged in the month, of which 9 (7%) had length of stay over 100 days, 1 in Barnet, 5 in Enfield and 3 in Haringey. Although, the total number of discharges were 18% lower than the previous month, the number of people discharged with LoS over 100 days was higher, resulting in an increase in the median for the month. Please note that this measure relates to patients discharged in the month, while the 'over 100 days' measure below relates to patients still on the inpatient caseloads
35	
28	
25%	
40	6 patients were discharged in the month. On discharged 4 patients across all three boroughs had LoS over 40 days.
40	The increase in the median relates to more patients discharged in the month with LoS greater than the target of 40 days.
10%	
11%	
4%	
10%	

Trust Quality and Performance Report - Feb 2017

2016/17

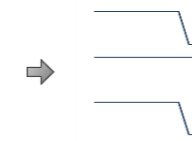
Trust Performance Scorecard

Enfield Community Services

District Nursing

% of urgent referrals responded to within 4 hours
% of referrals responded to within 48 hours
% of urgent referrals to OOH nursing responded to within 4 hours

Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
100%	100%	100%	100%	100%	100%	100%	100%	100%	-	-
100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
100%	100%	100%	100%	100%	100%	100%	100%	100%	-	-

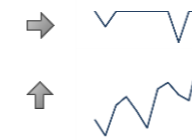


Target	February Comments
90%	
90%	
90%	

Community Physio

% of urgent referrals seen within 5 working days
% of routine referral seen within 8 weeks

100%	83%	100%	100%	100%	100%	100%	100%	67%	100%	100%
75%	72%	79%	81%	77%	73%	82%	84%	81%	80%	90%



90%	
90%	New permanent staff have been recruited including 1.0 wte in post addressing the routine waiting list (in neuro physio). This is now having a positive effect on performance.

Physio MSK

% of urgent referral seen within 5 days
% of patients whose first appointment is within 13 weeks

None	None	None	None	None	None	100.0%	100.0%	100.0%	100.0%	100.0%
75%	74%	74%	70%	69%	72%	65%	69%	89%	92%	98%



90%	
90%	

Podiatry

% of non-urgent referrals assessed within 13 weeks
% of urgent referrals responded to within 48 hours

59.7%	82%	93%	89%	91%	90%	90%	76%	66%	60%	72%
100.0%	100%	None	100.0%	100.0%	100.0%	None	100.0%	100.0%	100.0%	None

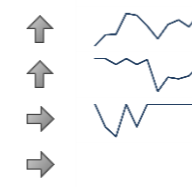


90%	MSK foot referrals remain high and demand continues to out strip existing capacity. The service recruited a locum at the end of February and expect to see an improvement in the 13 week waits from March.
90%	

Safeguarding Children and Young People

% up to date with required Level 1 & 2 safeguarding Training
% up to date with required Level 3 Safeguarding training
% of Health Visitor child protection supervision sessions completed within 3 months timescale
% of School Nurse child protection supervision sessions completed within the previous term

92.6%	94%	94%	97%	97%	95%	94%	95%	96%	95%	97%
92.0%	92%	91%	92%	91%	92%	86%	88%	88%	89%	91%
100.0%	94%	92%	100%	94%	100%	100%	100%	100%	100%	100%
100%						100%				



80%	
80%	
90%	
100%	

Children Looked After

% health assessments carried out by the specialist nurses within timescale
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100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
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95%	
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New-born Health Visiting

% of new birth assessments carried out between 10-14 days

96.4%	96%	96%	98%	96%	95%	97%	97%	97%	99%	99%
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95%	
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SaLT - Early Years Drop-In

% Referrals (following drop-in assessments) for specialist interventions, that are seen within 13 weeks

99.0%	100%	100%	100%	100%	100%	94%	88%	100%	100%	100%
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75%	
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Children's Physio (MSK)

% Routine referrals for initial Physio assessment seen by 13 weeks
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98.0%	98%	100%	98%	99%	96%	100%	100%	100%	100%	98%
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85%	
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Children's Occupational Therapy

% Complex referrals for initial OT assessment seen by 13 weeks
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100.0%	100%	100%	100%	100%	100%	100%	100%	100%	88%	100%
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95%	
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