







Trust Board Report

Meeting Date:	25 th June 2012
Title:	Report of the Change Programme Board
Executive Summary:	<p>This report provides the Board with an update of the progress of the Change Programme for Month 2.</p> <p>It provides an overall financial position, the view of the progress for schemes during May and an assessment of the quality impact of the programme.</p> <p>The report also includes a more detailed overview of the High Value schemes</p>
Action Requested:	To note: current progress
Report of:	Director of Planning and Contracting
Author: Contact Details:	Head of Performance & Compliance Tel: 01902 694366 Email: simon.evans8@nhs.net
Resource Implications:	None associated with this report
Public or Private: (with reasons if private)	Public Session
References: (e.g. from/to other committees)	Change Programme Board
Appendices/ References/ Background Reading	<p>Appendix A – Financial Phasing</p> <p>Appendix B – High Value Schemes</p> <p>Appendix C - Quality Dashboard</p>
NHS Constitution: (How it impacts on any decision-making)	<p>In determining this matter, the Board should have regard to the Core principles contained in the Constitution of:</p> <ul style="list-style-type: none">  Equality of treatment and access to services  High standards of excellence and professionalism  Service user preferences  Cross community working  Best Value  Accountability through local influence and scrutiny

Detail

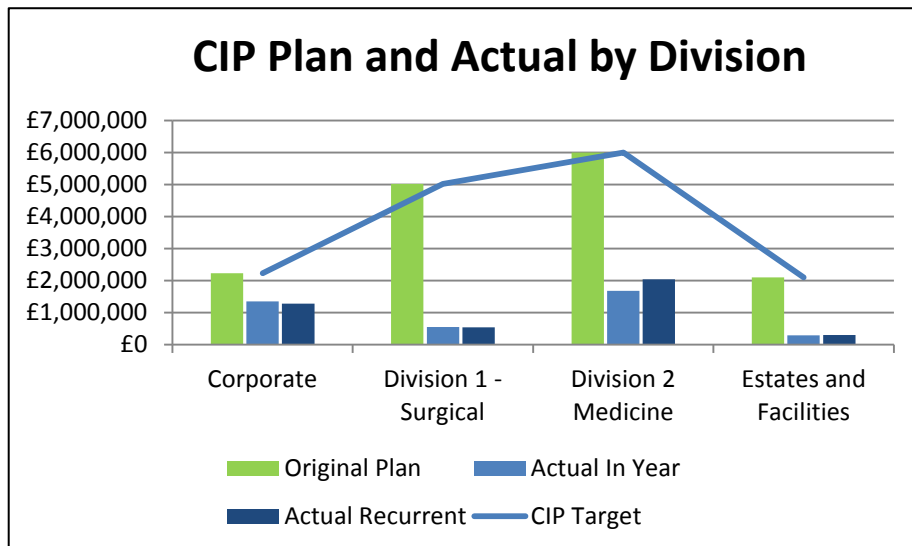
1 Finance Update

1.1 2012/13 MONTH 2

As at month 2 a total of £3,855k has been removed from budgets against the annual 2012/13 target of £15,325k, this represents 25% of the total against an agreed target of 25%. The Trust has over achieved against the May plan ensuring that year to date it is back on plan. The following table and graph highlight the position by Division.

	CIP Target	Current Year Actual	Actual Recurrent
Corporate	£2,222,488	£1,351,179	£1,277,420
Division 1 - Surgical	£5,012,863	£545,650	£539,320
Division 2 Medicine	£5,996,422	£1,674,625	£2,040,536
Estates and Facilities	£2,093,227	£283,857	£299,237
	£15,325,000	£3,855,311	£4,156,513

1.2



1.3 2012/13 PHASING

Appendix A details the annual plan by Division, highlighting the phased plan for completion and actual achieved by month. This shows that 135% of the month 2 target has been achieved with Corporate, Estates & Facilities and Division 2 over achieving against their May target and Division 1 under achieving. As highlighted above 25% of the annual target has been achieved to date.

Following last month's Change Programme Board a review of the phasing of schemes has been undertaken by Divisions. The updated phasings are detailed in Appendix A and this shows that the revised plan is to achieve 74% of the annual total by the end of October.

1.4 There is also the impact of slippage on schemes to be taken into consideration. A review has been undertaken by the Divisions as to any

	slippage against schemes and mitigation schemes have been proposed to meet the shortfall.															
2	<p><u>Performance Update</u></p> <p>The financial position for month 2 is as follows:</p> <table border="1"> <tr> <td>Totals Plan</td> <td>£600,216</td> <td>% of Plan Achieved (Month)</td> <td>135%</td> </tr> <tr> <td>Totals Actual</td> <td>£809,301</td> <td>% of Plan Achieved(Cumulative)</td> <td>103%</td> </tr> <tr> <td>Totals Variance</td> <td>+£209,085</td> <td>% Annual Target Achieved</td> <td>25%</td> </tr> </table>				Totals Plan	£600,216	% of Plan Achieved (Month)	135%	Totals Actual	£809,301	% of Plan Achieved(Cumulative)	103%	Totals Variance	+£209,085	% Annual Target Achieved	25%
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Totals Variance	+£209,085	% Annual Target Achieved	25%													
2.1	<p>In total 33 of the 121 schemes contributed savings within Month 2. (65 schemes were closed during month 1)</p> <p>Only 1 scheme, “Increased capacity for hypno-birth” was due to deliver its full savings and close in May; and this was accomplished. However, a further 11 were able to bring forward their planned actions and deliver their full required savings early. This now means a total of 77 schemes have delivered their full financial savings and closed. In total 41% of all schemes are now closed.</p> <p>Of the 14 schemes planned to deliver in May, 8 schemes have delivered the required amount. The other 6 schemes have a combined shortfall of £370,789, this has been significantly mitigated by over-performance in the other schemes mentioned above, and hence the overall position is showing an overachievement of £209,085 for month 2.</p>															
2.2	<p>The 30 high value schemes represent over 75% of the total value of the CIP programme and as such they represent the largest risk to the overall deliverability to the programme in financial terms. Appendix B details the full breakdown of the schemes for month 2.</p> <p>The summary position is that there is a marginal shortfall of £4,398 for the month of May. It must be noted that whilst the summary sheet shows a shortfall against the pathology scheme, this reflects the planned activity as the scheme has already delivered the full financial savings in month 1 and has now closed.</p> <p>The cumulative position shows that the £2,125m representing over 18% of the total value of the schemes has been achieved to date, this is £175k behind plan at this stage.</p> <p>The shortfalls for the high value schemes are largely derived from the trust-wide schemes that have been developed. Updates are provided for the Staff Sickness Scheme on a separate report but it is worth noting that both staff sickness and patient productivity programmes now have oversight groups in place to monitor progress and challenge delivery against milestones.</p>															

<p>2.3</p>	<p>Workforce Considerations</p> <p>The overall impact of the 2012/13 CIP plans indicates a reduction in the equivalent of 132.14 posts (subject to change as PID details are updated). This has potential employee relations implications for the Trust and as such HR have scrutinized the PIDS to ensure that any proposed changes can be managed through agreed policies and procedures to ensure the positive employee relations climate within the Trust is maintained.</p> <p>The Trust also has obligations in terms of reporting through to the DTI when significant redundancies are planned (required in cases where If the Trust is proposing to dismiss as redundant 20 or more employees within a period of 90 days or less).</p> <p>A review of the schemes indicates that a significant proportion of these post reductions will be delivered through disestablishment of vacant posts. In addition, the recent MARS scheme has potentially released other posts (subject to approval by the SHA). These approaches together with on-going vacancy management and redeployment are likely to deliver the majority of the required reductions in posts such that reporting to the DTI is unlikely to be required. The situation is being kept under review and HR managers are working with their respective management teams to manage the remaining HR change frameworks as they come on line.</p>
<p>3</p>	<p><u>Quality Update</u></p> <p>The quality report continues to focus on 3 critical aspects of the programme:</p> <ol style="list-style-type: none"> 1. Any changes to quality impact for any of the PIDs ensuring they are monitored at least monthly 2. The percentage of red or amber schemes 3. The mitigation in place to reduce the risk to quality <p>The divisions and corporate heads have a responsibility to review the progress and any impact on quality on a regular basis. The Heads of Nursing (HoN) and Midwifery are held accountable for updating this risk on a regular basis using the Trust categorisation matrix for likely impact on patient safety, clinical effectiveness and patient experience.</p> <p>3.1 Month 2 Overview</p> <p>There have been no changes to the quality impact assessments on any of the schemes and this has been confirmed by each HoN or corporate lead</p> <p>3.2 Amber risk rated Schemes - Month 2 Overview</p> <p>Each of the 17 top risks all rated amber have a mitigation plan in place. Risks continue to be monitored monthly through the division/corporate leads. A summary of the Quality Impact Assessment dashboard can be found at appendix C.</p>

APPENDIX A - CIP MONTHLY ANALYSIS

		Plan												
P/A/V	Directorate	April	May	June	July	August	September	October	November	December	January	February	March	Total
Plan	Corporate	£1,185,705	£16,764	£139,839	£103,706	£62,204	£116,203	£97,197	£67,197	£67,196	£71,194	£71,193	£224,090	£2,222,488
Actual	Corporate	£1,258,165	£93,014	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£1,351,179
Variance	Corporate	£-72,460	£-76,250	£139,839	£103,706	£62,204	£116,203	£97,197	£67,197	£67,196	£71,194	£71,193	£224,090	£871,309
Plan	Division 1 - Surgical	£652,468	£261,614	£379,214	£526,260	£829,126	£364,990	£569,383	£366,381	£233,875	£323,605	£233,874	£272,073	£5,012,863
Actual	Division 1 - Surgical	£485,014	£60,636	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£545,650
Variance	Division 1 - Surgical	£167,454	£200,978	£379,214	£526,260	£829,126	£364,990	£569,383	£366,381	£233,875	£323,605	£233,874	£272,073	£4,467,213
Plan	Division 2 Medicine	£1,203,698	£268,122	£438,766	£491,642	£551,841	£498,238	£744,208	£367,849	£366,810	£354,215	£354,213	£356,820	£5,996,422
Actual	Division 2 Medicine	£1,092,812	£581,813	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£1,674,625
Variance	Division 2 Medicine	£110,886	£-313,691	£438,766	£491,642	£551,841	£498,238	£744,208	£367,849	£366,810	£354,215	£354,213	£356,820	£4,321,797
Plan	Estates and Facilities	£102,507	£53,716	£166,819	£108,744	£35,743	£1,411,257	£35,743	£35,742	£35,739	£35,739	£35,739	£35,739	£2,093,227
Actual	Estates and Facilities	£210,019	£73,838	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£283,857
Variance	Estates and Facilities	£-107,512	£-20,122	£166,819	£108,744	£35,743	£1,411,257	£35,743	£35,742	£35,739	£35,739	£35,739	£35,739	£1,809,370
	Totals Plan	£3,144,378	£600,216	£1,124,638	£1,230,352	£1,478,914	£2,390,688	£1,446,531	£837,169	£703,620	£784,753	£695,019	£888,722	£15,325,000
	Totals Actual	£3,046,010	£809,301	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£3,855,311
	Totals Variance	£98,368	£-209,085	£1,124,638	£1,230,352	£1,478,914	£2,390,688	£1,446,531	£837,169	£703,620	£784,753	£695,019	£888,722	£11,469,689

% of Plan Achieved (Month)	97%	135%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
% of Plan Achieved(Cumulative)	97%	103%	79%	63%	51%	39%	34%	31%	30%	28%	27%	25%	25%
% Annual Target Achieved	20%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%
Monthly Plan as a % of Target	21%	4%	7%	8%	10%	16%	9%	5%	5%	5%	5%	5%	6%

APPENDIX B – HIGH VALUE SCHEMES

Scheme	Scheme Name	In Year Benefit	Planned In Month	Achieved In Month	Planned to Date	Achieved to Date	Achieved To Date	Quality Overview Score	Confidence Factor (%)	Financial Confidence RED	Financial Confidence AMBER	Financial Confidence GREEN	Finance CLEARED
2	Improved Coding T & O	300,000	0	0		0	0.00%		65.00%	0	300,000	0	0
6	Back pay from correction of an error in PFI Agreement - Radiology	100,000	0	0		0	0.00%		65.00%	0	100,000	0	0
18	Cardiothoracic ITU beds occupancy	140,250	0	0		0	0.00%		70.00%	0	140,250	0	0
19	Changes to consumables contracts - Theatres	150,000	0	0		0	0.00%		70.00%	0	150,000	0	0
23	Pathology - Workforce Savings	262,862	33,000	0	262,862	262,914	100.02%		Complete	0	0	0	262914
91	West Park reconfiguration of beds	361,338	0	0	150,404	150,404	41.62%		100.00%	100,000	110,934	0	150404
95	Increased income through revised SLAs - Haematology	87,600	0	0		0	0.00%		40.00%	0	87,600	0	0
100	Non recruitment to current vacancies - Haematology	121,870	0	0	60,729	60,729	49.83%		100.00%	0	61,141	0	60729
108	Income from medicines savings - Patient Access Schemes and Vial Sharing of Trastuz	139,000	0	0	139,000	139,000	100.00%		Complete	0	0	0	139000
116	Reduction in the hours that PAU will be open	100,000	65,000	61,019	65,000	61,019	61.02%		80.00%	0	0	38,981	61019
123	Service and skill mix reviews to release funds from pay budget. - Therapy Services	118,156	0	118,192		118,192	100.03%		Complete	0	0	0	118192
125	Removal of vacancies /Review of structure - Therapy Services	248,386	90,807	90,807	90,807	90,807	36.56%		65.00%	50,000	16,772	90,807	90807
205	Finance Efficiency Savings with TCS Merger (Benefits Realisation 10% Target 2012/13)	165,400	0	0	165,400	165,400	100.00%		Complete	0	0	0	165400
212	Health Records Reorganisation / Noteless OPD	182,500	4,000	0	6,000	36,806	20.17%		90.00%	0	145,694	0	36806
213	IT Services Consolidation	430,000	0	48,077	120,000	176,614	41.07%		90.00%	0	253,386	0	176614
240	Adult community services CIP	697,710	0	161,584	409,737	571,321	81.89%		65.00%	0	126,389	0	571321
241	TCS Phase 2 - Management Re-structure	1,000,000	0	0	87,433	87,433	8.74%		75.00%	0	912,567	0	87433
247	Div1 Patient Productivity Programme - LOS efficiency	750,000	62,500	0	125,000	0	0.00%		60.00%	0	750,000	0	
248	Div2 Patient Productivity Programme - LOS efficiency	750,000	0	0		0	0.00%		60.00%	0	750,000	0	
249	Div2 - Implement e-rostering across nursing.	138,000	0	0		0	0.00%		60.00%	0	138,000	0	
251	Additional income and activity from the provision of community dermatology services	250,000	0	0		0	0.00%		75.00%	0	250,000	0	
252	Div1 - Sickness absence project	660,000	55,000	0	110,000	0	0.00%		60.00%	0	660,000	0	
253	Div1 - Reduction in Locum Agency Spend (SpR/Str/SHO/FY1 Only)	107,193	8,933	0	17,863	0	0.00%		75.00%	0	107,193	0	
258	Procurement 12/13 Savings Delivery	1,347,026	112,262	55,709	224,522	205,374	15.25%		80.00%	0	1,141,652	0	205374
264	Div2 - Reduction in Locum Agency Spend (SpR/Str/SHO/FY1 Only)	136,428	11,369	0	22,738	0	0.00%		75.00%	0	136,428	0	
265	Div2 - Sickness absence project	840,000	70,000	0	140,000	0	0.00%		60.00%	0	840,000	0	
266	Div1 - Implement e-rostering across nursing	112,000	0	0		0	0.00%		60.00%	0	112,000	0	
301	On Site Car parking – Increased Income	1,450,000	34,620	62,320	34,620	62,320	4.30%		40.00%	0	1,387,680	0	62320
250	Profile of Working Hours (cumulative impact of schemes)	300,000	25,003	4,584	50,008	4,584	1.53%		40.00%	0	295,416	0	4584
259	Proactive Gateway Management (cumulative impact of schemes)	110,000	9,176	-	18,352	0	0.00%		40.00%	0	110,000	0	
	Total for high value schemes	£ 11,555,719	£ 581,670	£ 602,292	£ 2,300,475	£ 2,192,917	18.98%			£ 150,000	£ 9,083,102	£ 129,788	£ 2,192,917

APPENDIX C – QUALITY DASHBOARD

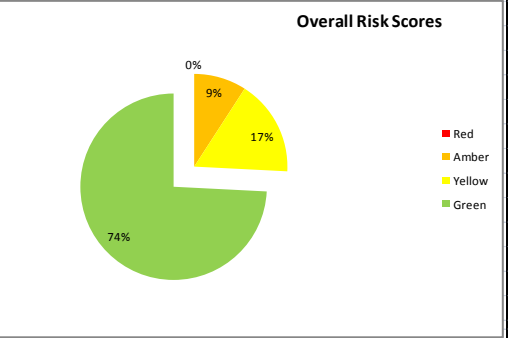
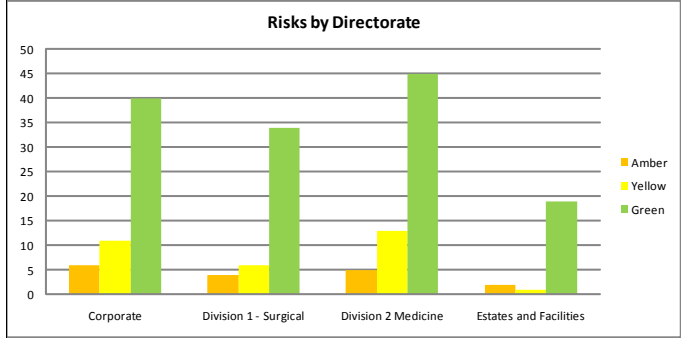
QUALITY IMPACT ASSESSMENT STATUS REPORT

Report Summary	Report Date <u>15/06/2012</u>
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The Quality Impact Assessment report highlights the top ten schemes as assessed by risk to quality. Each PID has been assessed for quality by using the Trust's Categorisation Matrix (October 2010) looking at likely impact on patient safety, clinical effectiveness and patient experience.

Division	Status - Has QIA been completed				Rating Key	
Division	Red	Amber	Yellow	Green	Red	Green
Corporate	0	0	0	57	QIA Not Reviewed	
Division 1 - Surgical	0	0	0	44	QIA Under Review	
Division 2 Medicine	0	0	0	63	More Info Requested	
Estates and Facilities	0	0	0	22	Signed Off	
Totals	0.00%	0.00%	0.00%	100.00%		

Division	Overall Risk Score for each PID				Rating Key - Level of Risk	
Division	Red	Amber	Yellow	Green	Red	Green
Corporate	0	6	11	40	Serious	
Division 1 - Surgical	0	4	6	34	Major	
Division 2 Medicine	0	5	13	45	Moderate	
Estates and Facilities	0	2	1	19	Low	
Totals	0.00%	9.14%	16.67%	74.19%		



Top 17 Schemes by Risk Score

Scheme Title	Project Lead	Risk Rating
Redesign of Post Natal discharge lounge	Debra Hickman/Tracey Palmer	
Reduction of 5 beds on Maternity Wards following Reurbishment	Debra Hickman/Tracey Palmer	
Transitional Care	Debra Hickman/Tracey Palmer	
Reduction in the hours that PAU will be open	Chris Webb	
Removal of Vacancies/Review of Structure - Therapy Services	Sue Perks	
Adult Community Services (including Virtual Ward)	Molly Henriques-Dillon	
Division 1 Patient Productivity Programme	Lewis Grant	
Division 2 Patient Productivity Programme	Tim Powell	
On Site Car Parking - Increase Income	Pete Gibbons	
Merger of Band 7 post in Patient Experience to release Band 7 post in Governance	Maria Arthur	
Reduction in bed linen volume	Pete Gibbons	
NIV machines	Dean Gritton	
Shared service team skill mix and reduction	Denise Hamin	
Reduce Band 2 post in Patient Experience by 0.2WTE	Cheryl Etches	
HR Advisory team skill mix review	Denise Hamin	
Reduction in education & training work based learning team	Denise Hamin	
Reduce Band 6 vacancy in Chaplaincy	Cheryl Etches	