

Trust Board Report

Meeting Date:	23 rd July 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 3.</p> <p>It provides an overall financial position, the view of the progress for schemes during June 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:	<p>Head of Performance & Compliance</p> <p>Tel: 01902 694366 Email: simon.evans8@nhs.net</p>
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

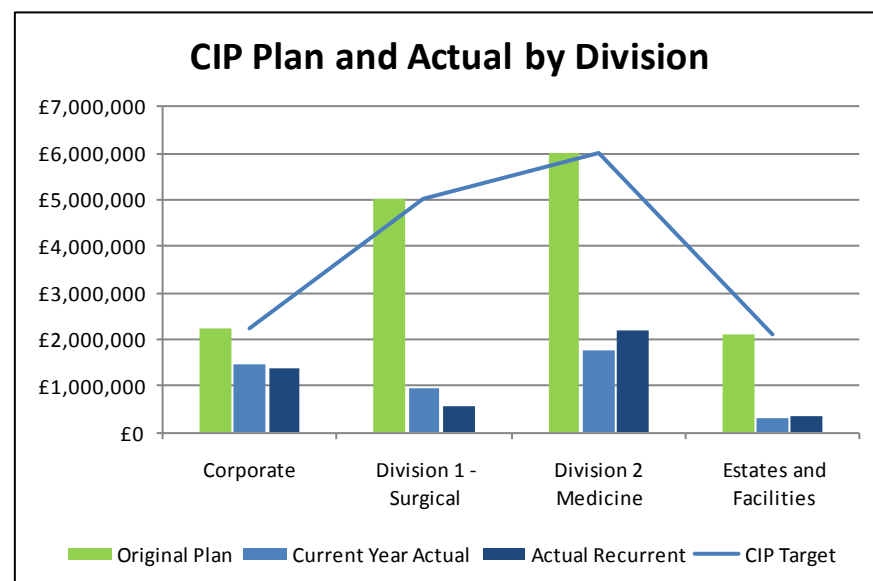
1 Finance Update

1.1 2012/13 MONTH 3

As at month 3 a total of £4,501k has been removed from budgets against the annual 2012/13 target of £15,325k, this represents 29% of the total against an agreed target of 32%. The Trust has under achieved against the June plan with a cumulative under achievement of £386k. The following table and graph highlight the position by Division.

	CIP Target	Current Year target to date	Current Year Actual	Variance to Date	Actual Recurrent
Corporate	£2,222,488	£1,342,308	£1,470,506	£128,198	£1,382,274
Division 1 - Surgical	£5,012,863	£1,390,304	£962,781	−£427,523	£559,229
Division 2 Medicine	£5,996,422	£1,910,586	£1,749,368	−£161,218	£2,178,637
Estates and Facilities	£2,093,227	£244,184	£318,530	£74,346	£333,710
	£15,325,000	£4,887,382	£4,501,185	−£386,197	£4,453,850

1.2



1.3

2012/13 PHASING

Appendix A details the monthly targets and performance by Division. This shows that 59% of the month 3 target has been achieved. The cumulative achievement is 92% of the agreed target for the first 3 months, £4.5m against a target of £4.9m. To date Corporate departments have over achieved against their target, Estate & Facilities are on target but Divisions 1 is underachieving by £427k and Division 2 are under achieving by £161k. As highlighted above 29% of the annual target has been achieved to date.

Slippage against schemes has been reviewed and there is very little change from the report last month which included detail of mitigation schemes.

2	<u>Performance Update</u>												
2.1	<p>The cumulative position as at the end June shows an underachievement of £386k for the Trust as a whole. Within this, the financial position for month 3 is as follows:</p> <table border="1" data-bbox="331 427 1262 562"> <tr> <td>Totals Plan</td> <td>£1,142,788</td> <td>% of Plan Achieved (Month)</td> <td>57%</td> </tr> <tr> <td>Totals Actual</td> <td>£645,874</td> <td>% of Plan Achieved(Cumulative)</td> <td>92%</td> </tr> <tr> <td>Totals Variance</td> <td>-£496,914</td> <td>% Annual Target Achieved</td> <td>29%</td> </tr> </table>	Totals Plan	£1,142,788	% of Plan Achieved (Month)	57%	Totals Actual	£645,874	% of Plan Achieved(Cumulative)	92%	Totals Variance	-£496,914	% Annual Target Achieved	29%
Totals Plan	£1,142,788	% of Plan Achieved (Month)	57%										
Totals Actual	£645,874	% of Plan Achieved(Cumulative)	92%										
Totals Variance	-£496,914	% Annual Target Achieved	29%										
2.2	<p>Around 30 schemes are currently contributing to this shortfall. However the largest shortfall comes from 3 schemes, details of which can be found below:</p>												
2.3	<p><u>Correction in PFI agreement (£100k)</u> – A draft agreement is currently with the Trusts solicitors, the full amount is likely to be received in the following month.</p> <p><u>Staff sickness scheme (£125k)</u> – Following the trial of the call back scheme, this will now be rolled out to all areas from August. Only Division 2 has a current sickness rate in excess of the trusts target. Meetings are currently taking place with Divisional Management teams to realise the financial savings against reduced bank costs, overtime and agency spend following this good work.</p> <p><u>Patient Productivity Programme (£250k)</u> - In total 10 enabling schemes are being monitored through the Steering Group and project managers are providing a monthly update. Finance and information representatives attend the Steering Group meetings to ensure all of the metrics are validated to enable the financial savings to be identified. Assessment of changes in performance against baseline metrics is currently being undertaken.</p>												
2.4	<p>In total 18 of the 109 schemes contributed savings within Month 3. (77 schemes have been closed to date)</p> <p>Of the 37 schemes planned to deliver in June, 18 schemes have delivered the required amount, of which 3 have delivered in full and have been closed. A further 1 scheme has been cancelled and replaced. The replacement scheme has delivered in full and also closed. This now means a total of 81 schemes have delivered their full financial savings and closed. In total 44% of all schemes are now closed.</p>												
2.5	<p>Four schemes, totalling around £480k, have been identified as no longer able to realise the full planned savings, resulting in the scheme being removed or reduced in value. In order to compensate this shortfall, alternative schemes have been found to cover the slippage. The details of these schemes are as follows:-</p>												

Replacements	£
2010 Rating List Valuation Appeal	160,000
Additional Rent Income - Turnover Rent	25,000
Outpatient Waiting List DNA Reduction	49,009
Rationalisation of Theatre Trays	4,000
Depuy Impact Price Reductions	144,000
Additional Coding activity – T&O	100,000

2.6

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 3.

The summary position shows there is a shortfall of £271,387 for the month of June. The cumulative position shows that the £2,650m representing over 22% of the total value of the schemes has been achieved to date, this is £447k behind plan at this stage.

Detailed analysis and challenge on the performance of every Division is undertaken at the Change Programme Board on a monthly basis. This ensures that robust assurance around the future deliverability and potential risk is scrutinised and effectively managed. Following the next Change Programme Board on the 19th July, a verbal progress update will be provided to the Trust Board.

2.7

Workforce Considerations

The workforce implications of the various CIP schemes is broadly in line with the previously report with a small variation due to replacement schemes being submitted. The vast majority of the workforce implications expect to be delivered through vacancy controls and turnover. In addition, the recent MARS process has provided the Trust with flexibility in terms of delivering a headcount reduction that will support the delivery of a number of the CIPs.

An on-going process of reviewing the workforce implications of replacement/amended schemes is in place and any associated risks identified.

3

Quality Update

The quality report continues to focus on 3 critical aspects of the programme:

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

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

<p>3.1</p> <p>3.2</p>	<p>(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>Month 3 Overview</p> <p>There have been 3 reported changes to existing Quality Impact Assessments (QIA) from Amber to a lower QIA risk rating through the PMO:</p> <ul style="list-style-type: none"> • PID 236, shared service team skill mix and reduction in HR downgraded • PID 222 HR Advisory team skill mix review • PID 217 Reduction in Education and training work based learning. <p>There have been five new PIDs requiring review which have been completed and all confirmed rating green.</p> <p>The number of red rated schemes remains zero and there are now 14 amber schemes. Each amber scheme has mitigation detailed in the attached quality dashboard.</p>
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Appendix A
CIP Monthly Analysis

		Month												
P/A/V	Division	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	£119,327	£0	£0	£0	£0	£0	£0	£0	£0	£0	£1,470,506
Variance	Corporate	(£72,460)	(£76,250)	£20,512	£103,706	£62,204	£116,203	£97,197	£67,197	£67,196	£71,194	£71,193	£224,090	£751,982
Plan	Division 1 - Surgical	£652,468	£261,614	£476,222	£510,514	£806,659	£342,523	£646,916	£343,914	£212,409	£296,609	£212,408	£250,607	£5,012,863
Actual	Division 1 - Surgical	£485,014	£60,636	£417,131	£0	£0	£0	£0	£0	£0	£0	£0	£0	£962,781
Variance	Division 1 - Surgical	£167,454	£200,978	£59,091	£510,514	£806,659	£342,523	£646,916	£343,914	£212,409	£296,609	£212,408	£250,607	£4,050,082
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	£74,743	£0	£0	£0	£0	£0	£0	£0	£0	£0	£1,749,368
Variance	Division 2 Medicine	£110,886	(£313,691)	£364,023	£491,642	£551,841	£498,238	£744,208	£367,849	£366,810	£354,215	£354,213	£356,820	£4,247,054
Plan	Estates and Facilities	£102,507	£53,716	£87,961	£92,206	£19,205	£1,338,191	£35,743	£35,742	£35,739	£35,739	£35,739	£220,739	£2,093,227
Actual	Estates and Facilities	£210,019	£73,838	£34,673	£0	£0	£0	£0	£0	£0	£0	£0	£0	£318,530
Variance	Estates and Facilities	(£107,512)	(£20,122)	£53,288	£92,206	£19,205	£1,338,191	£35,743	£35,742	£35,739	£35,739	£35,739	£220,739	£1,774,697
	Total Plan	£3,144,378	£600,216	£1,142,788	£1,198,068	£1,439,909	£2,295,155	£1,524,064	£814,702	£682,154	£757,757	£673,553	£1,052,256	£15,325,000
	Total Actuals	£3,046,010	£809,301	£645,874	£0	£0	£0	£0	£0	£0	£0	£0	£0	£4,501,185
	Total Variance	£98,368	(£209,085)	£496,914	£1,198,068	£1,439,909	£2,295,155	£1,524,064	£814,702	£682,154	£757,757	£673,553	£1,052,256	£10,823,815
	% of Plan Achieved (Month)	97%	135%	57%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	% of Plan Achieved(Cumulative)	97%	103%	92%	74%	60%	46%	40%	37%	35%	33%	32%	29%	29%
	% Annual Target Achieved	20%	25%	29%	29%	29%	29%	29%	29%	29%	29%	29%	29%	29%
	Monthly Plan as a % of Target	21%	4%	7%	8%	10%	16%	9%	5%	5%	5%	5%	6%	6%
	Cumulative Plan as a % of Target	21%	24%	32%	40%	49%	65%	74%	80%	85%	90%	94%	100%	100%

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	Patient Experience	Clinical Effectiveness	Patient Safety	Confidence Factor (%)	Financial Confidence RED	Financial Confidence AMBER	Financial Confidence GREEN	Financial Confidence CLEARED
2	Improved Coding T & O	400,000	0	300,000	0	300,000	75.00%				65.00%	0	100,000	0	300,000
6	Back pay from correction of an error in PFI Agreement - Radiology	100,000	100,000	0	100,000	0	0.00%				65.00%	0	100,000	0	0
18	Cardiothoracic ITU beds occupancy	140,250	0	0	0	0	0.00%				70.00%	0	140,250	0	0
19	Changes to consumables contracts - Theatres	150,000	37,500	0	37,500	0	0.00%				70.00%	0	150,000	0	0
23	Pathology - Workforce Savings	262,862	0	0	262,862	262,914	100.02%				Complete	0	-52	0	262,914
91	West Park reconfiguration of beds	361,338	21,093	50,739	171,497	201,143	55.67%				100.00%	0	160,195	0	201,143
95	Increased income through revised SLAs - Haematology	87,600	0	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	60,729
108	Income from medicines savings - Patient Access Schemes and Vial Sharing of Trastuzu	139,000	0	0	139,000	139,000	100.00%				Complete	0	0	0	139,000
116	Reduction in the hours that PAU will be open	100,000	0	0	65,000	61,019	61.02%				80.00%	0	38,981	0	61,019
123	Service and skill mix reviews to release funds from pay budget. - Therapy Services	118,156	0	0	0	118,192	100.03%				Complete	0	-36	0	118,192
125	Removal of vacancies /Review of structure - Therapy Services	248,386	20,918	0	111,725	90,807	36.56%				65.00%	50,000	107,579	0	90,807
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	165,400
212	Health Records Reorganisation / Noteless OPD	182,500	6,000	3,371	12,000	40,177	22.01%				90.00%	0	142,323	0	40,177
213	IT Services Consolidation	430,000	0	68,312	120,000	244,926	56.96%				90.00%	0	185,074	0	244,926
240	Adult community services CIP	697,710	0	0	409,737	571,321	81.89%				65.00%	0	126,389	0	571,321
241	TCS Phase 2 - Management Re-structure	1,000,000	0	0	87,433	87,433	8.74%				100.00%	0	912,567	0	87,433
247	Div1 Patient Productivity Programme - LOS efficiency	750,000	62,500	0	187,500	0	0.00%				60.00%	0	750,000	0	0
248	Div2 Patient Productivity Programme - LOS efficiency	750,000	187,500	0	187,500	0	0.00%				60.00%	0	750,000	0	0
249	Div2 - Implement e-rostering across nursing.	138,000	0	0	0	0	0.00%				60.00%	0	138,000	0	0
251	Additional income and activity from the provision of community dermatology service	250,000	25,000	0	25,000	0	0.00%				75.00%	250,000	0	0	0
252	Div1 - Sickness absence project	660,000	55,000	0	165,000	0	0.00%				60.00%	0	660,000	0	0
253	Div1 - Reduction in Locum Agency Spend (SpR/StR/SHO/FY1 Only)	107,193	8,933	0	26,796	0	0.00%				75.00%	0	107,193	0	0
258	Procurement 12/13 Savings Delivery	1,347,026	69,729	84,927	336,780	265,301	19.70%				80.00%	0	1,081,725	0	265,301
264	Div2 - Reduction in Locum Agency Spend (SpR/StR/SHO/FY1 Only)	136,428	11,369	0	34,107	0	0.00%				75.00%	0	136,428	0	0
265	Div2 - Sickness absence project	840,000	70,000	0	210,000	0	0.00%				60.00%	0	840,000	0	0
266	Div1 - Implement e-rostering across nursing	112,000	0	0	0	0	0.00%				60.00%	0	112,000	0	0
301	On Site Car parking – Increased Income	1,450,000	44,238	-27,500	78,858	34,820	2.40%				40.00%	0	1,415,180	0	34,820
250	Profile of Working Hours (cumulative impact of schemes)	300,000	25,003	1,307	75,011	5,891	1.96%				40.00%	0	294,109	0	5,891
259	Proactive Gateway Management (cumulative impact of schemes)	110,000	9,176	1,416	27,528	1,416	1.29%				40.00%	0	108,584	0	1,416
Total for high value schemes		£ 11,655,719	£ 753,959	£ 482,572	£ 3,096,963	£ 2,650,489	22.74%					£ 300,000	£ 8,705,230	£ -	£ 2,650,489

Other Schemes Risk Rating by Category	£ 420,791	£ 1,238,123	£ 159,671	£ 1,850,696
Grand Total by Risk Category	£ 720,791	£ 9,943,353	£ 159,671	£ 4,501,185

APPENDIX C – QUALITY DASHBOARD

QUALITY IMPACT ASSESSMENT STATUS REPORT

Report Summary

Report Date

13/07/2012

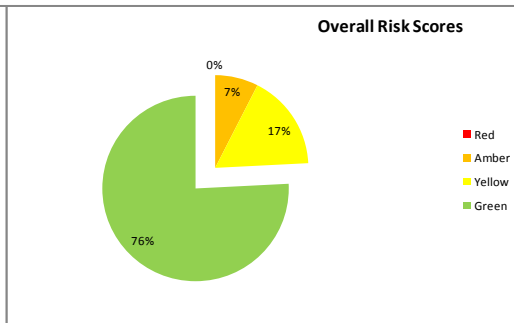
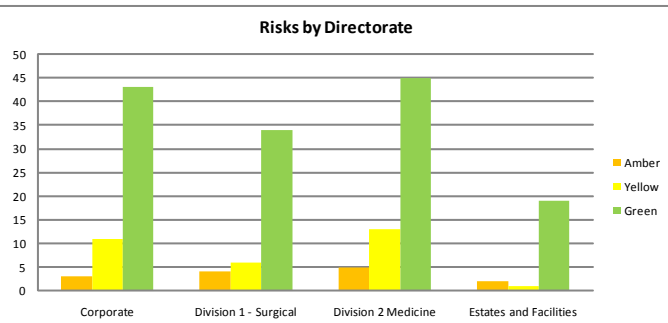
The Quality Impact Assessment report highlights the top high risk schemes rated amber as assessed by risk to quality. Each PID has been assessed for quality by using the Trust's Categorisation Matrix (October 2010) looking at likely impact on patient safety, clinical effectiveness and patient experience. Mitigation has been included in the right hand column as taken from each PID.

Division	Status - Has QIA been completed			
	Red	Amber	Yellow	Green
Corporate	0	0	0	57
Division 1 - Surgical	0	0	0	44
Division 2 Medicine	0	0	0	63
Estates and Facilities	0	0	0	22
Totals	0.00%	0.00%	0.00%	100.00%

Rating Key	
Red	QIA Not Reviewed
Amber	QIA Under Review
Yellow	More Info Requested
Green	Signed Off

Division	Overall Risk Score for each PID			
	Red	Amber	Yellow	Green
Corporate	0	3	11	43
Division 1 - Surgical	0	4	6	34
Division 2 Medicine	0	5	13	45
Estates and Facilities	0	2	1	19
Totals	0.00%	7.53%	16.67%	75.81%

Rating Key - Level of Risk	
Red	Serious
Amber	Major
Yellow	Moderate
Green	Low



Top 14 Schemes by Risk Score

Scheme Title	Project Lead	Risk Rating and mitigation
Redesign of Post Natal discharge lounge	Debra Hickman/Tracey Palmer	This has been trialled during the refurbishment and supports bed management within the maternity service, this creates additional capacity within the block without extending LOS or blocking beds for women who are fit for discharge following birth.
Reduction of 5 beds on Maternity Wards following Refurbishment	Debra Hickman/Tracey Palmer	The creation of 5 Midwifery led beds offsets some of the reduction as women on this pathway will not enter the inpatient wards and be discharged directly from the Midwifery Led unit, the addition of a discharge lounge facility will assist in the flow of beds through the service. Changes to current pathways have also added additional bed capacity within the triage - all of these actions together support the rationalisation of beds.
Transitional Care	Debra Hickman/Tracey Palmer	This allows women who are medically fit for discharge to remain with their babies while receiving care from the NNU team, this alongside integrated NN community pathways will provide consistency of care and therefore expedite transfers to community in a more timely and appropriate manner.
Reduction in the hours that PAU will be open	Victoria Holmes	There is currently a project plan being developed to offer alternative provision for any children that would normally have presented to PAU after midnight. Consideration is being given to supporting A/E with medical cover during such closures and direct admission to the children's ward if required.

Adult Community Services (including Virtual W	Molly Henriques-Dillon	The use of technology will enhance the project and reduce risks to safety and communication with patients. The use of productive community service will support mitigation and reduce risks
Division 1 Patient Productivity Programme	Lewis Grant	Well developed Capacity Plan. Robust monitoring through steering group, Division and Change Programme Board. Supported by PMO. Other efficiency schemes underway to reduce LOS, linked to Quality Account Priorities e.g. day case pacing in Cardiac, reduced pre-operative LOS in Vascular, continued drive to ambulatory care and minimally invasive surgery.
Division 2 Patient Productivity Programme	Tim Powell	Well developed Surge Capacity Plan.
On Site Car Parking - Increase Income	Pete Gibbons	The revised public charging provides greater opportunity for short stay parking at a lower cost. The new pricing regime was implemented on 5th March 2012 (over 10 weeks ago) and since then there has been little or no adverse public reaction.
Merger of Band 7 post in Patient Experience to release Band 7 post in Governance	Maria Arthur	Patient safety elements of the role have either been retained e.g. safety walkabouts or re allocated e.g. Vital pack. The Quality and Safety report production is to be transferred to the Performance team (to be fed by the performance repository). Relevant areas of work around quality and safety have been retained within the role to improve the links between quality and safety and risk management.
Reduction in bed linen volume	Pete Gibbons	The proposed change in practice was trialed on Ward D19 last year with no reported adverse outcomes for patient care. The proposal has been discussed with the Head of IP (and is supported) and presented at the Senior Nurses Operational Group in May 2012. No adverse outcomes for patient care were identified by the Senior Nurses and approval was given by this group to operationally implement.
NIV machines	Dean Gritton	There will be thorough and robust clinical trials held on the all the machines submitted for tender in conjunction with the Medical Physics Team. This will ensure there is no reduction in the quality , and level of service in regards of patient care.
Reduce Band 2 post in Patient Experience by 0.2WTE	Cheryl Etches	Reorganise how PALS works, increase use of volunteers to support front desk. Review workload of PALs and streamline processes following review of PALS outreach
Reduce Band 6 vacancy in Chaplaincy	Cheryl Etches	Review KPIs of chaplaincy 3 months in to project. Provide cross cover from Echeumunial chaplains