

Trust Board Report

Meeting Date:	20 May 2013
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 1.</p> <p>It provides an overall financial position, the view of the progress for schemes during April and an assessment of the quality impact of the programme.</p> <p>The report also includes a more detailed overview of the Risk to Deliverability Schemes (Category 3).</p>
Action Requested:	To note: current progress
Report of:	Director of Planning and Contracting
Author: Contact Details:	<p>Head of Performance</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 – Risk to Deliverability Schemes</p> <p>Appendix C – Quality Impact Summary</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

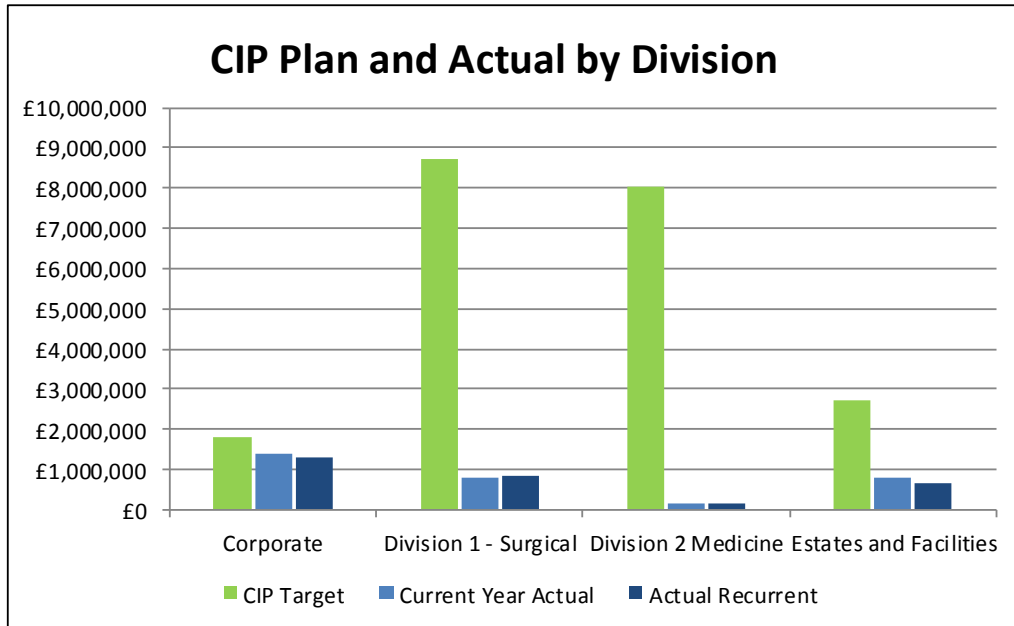
1 Finance Update

1.1 2013/14 MONTH 1

As at month 1 a total of £3.17m has been removed from budgets against the 2013/14 target of £21.28m, this represents 15%. The Trust has over achieved against the M1 plan by £414k. The following table and graph highlight the position by Division.

	Annual Plan	Year To Date Target	Current Year Actual	YTD Variance	Actual Recurrent
Corporate	£1,818,161	£861,004	£1,403,129	£542,125	£1,311,550
Division 1 - Surgical	£8,717,100	£951,075	£806,121	(£144,954)	£820,201
Division 2 Medicine	£8,022,095	£212,298	£154,577	(£57,721)	£141,435
Estates and Facilities	£2,725,938	£729,528	£804,000	£74,472	£664,000
	£21,283,294	£2,753,905	£3,167,827	£413,922	£2,937,186

1.2 The non-recurrent element of the year to date achieved total is shortfall is £231k.



1.3 2013/14 Monthly Detail

Appendix A details the monthly targets and performance by Division. This shows that the month 1 plan has overachieved by £414k. The cumulative achievement is 15% of the annual target, £3.16m against a target of £21.28m. The Corporate departments and Estates departments overachieved against target but Divisions 1 and 2 under achieved.

The monthly phasing of the plan is also detailed in Appendix A. This shows that the plan is heavily weighted to the last 6 months of the year, with 65% of CIP to be achieved in the last 6 months. This poses a potential risk to the

	Trust which needs to be discussed and approved by the Change Programme Board.												
2	<u>Performance</u>												
2.1	<p>CIP Programme Overview</p> <p>The Change Programme Board has the responsibility for overseeing the delivery of the CIP programme. The CIP target for 2013/14 is £14,741m plus the 2012/13 carry forward of £6,543m, totalling £21,283m. The current CIP programme totals £15,188m.</p>												
2.2	<p>The PMO is monitoring 140 schemes across all areas of the Trust. This year the schemes have been categorised into three groups:</p> <ul style="list-style-type: none"> • Category 1: There is a full PID in place with milestones that are delivered/deliverable. Financial phasing is in place and the scheme can be closed in M1. • Category 2: As Category 1 BUT Scheme has milestones still to be delivered and/or the financial phasing covers periods across the year. • Category 3: Risk to the deliverability of the scheme. Either the Confidence Factor is rated as Amber or Red or the Quality Impact Assessment is rated as Yellow, Amber or Red. 												
2.3	The Risk to Deliverability schemes (Category 3 schemes) account for 39% of the current CIP programme and contribute £5.989m.												
2.4	<p>Month 1 Performance</p> <p>The cumulative position as at the end of April shows an overachievement of £413,922 for the Trust as a whole. Within this, the financial position for month 1 is as follows:</p> <table border="1" data-bbox="370 1361 1303 1496"> <tr> <td>Totals Plan</td> <td>£2,753,905</td> <td>% of Plan Achieved (Month)</td> <td>115%</td> </tr> <tr> <td>Totals Actual</td> <td>£3,167,827</td> <td>% Annual Target Achieved</td> <td>15%</td> </tr> <tr> <td>Totals Variance</td> <td>(£413,922)</td> <td></td> <td></td> </tr> </table>	Totals Plan	£2,753,905	% of Plan Achieved (Month)	115%	Totals Actual	£3,167,827	% Annual Target Achieved	15%	Totals Variance	(£413,922)		
Totals Plan	£2,753,905	% of Plan Achieved (Month)	115%										
Totals Actual	£3,167,827	% Annual Target Achieved	15%										
Totals Variance	(£413,922)												
2.5	In total 50 schemes have contributed to savings in month 1, of which 42 have delivered in full and closed. This means that 30% of schemes have been delivered to date with 98 schemes outstanding.												
2.6	<p>Risk to Deliverability Schemes (Category 3) - Month 1 Overview</p> <p>The 33 category three schemes represent over 38% of the total value of the current CIP programme. Appendix B details the full breakdown of the schemes for month 1.</p>												
2.7	The year to date position shows that £415,560 representing over 2% of the total value of the schemes has been achieved to date, this is £47,322 ahead of plan at this stage.												

<p>3</p> <p>3.1</p> <p>3.2</p>	<p><u>Quality Update</u></p> <p>2013/14 PIDs - Quality Impact Assessments (QIAs)</p> <p>All PIDs submitted for 2013/14 have been scrutinized further. In addition there has been additional scrutiny of the QIAs and in particular, information around mitigation to reduce the risks to quality have been sought. This has now been completed on all QIAs.</p> <p>A summary of all QIAs rated yellow, amber and red has been undertaken this month and this is attached by division for the Board to review in Appendix C.</p>
<p>4</p> <p>4.1</p> <p>4.2</p>	<p><u>2013/14 CIP Programme</u></p> <p>Following a series of challenge and confirm sessions, a full CIP Programme that delivers the target amount for 2013/14 is now in place.</p> <p>However, there still remains a financial shortfall in relation to the carry forward elements of the CIP programme that were identified non-recurrently during 2012/13. All divisions and corporate areas across the Trust have been tasked with identifying additional schemes to recover this position.</p>
<p>5</p> <p>5.1</p>	<p><u>Further Actions</u></p> <p>Each division has produced delivery action plans identifying how the CIP programme will be delivered. Progress on the action plans are presented monthly to the Change Programme Board meetings.</p>

Appendix A - Monthly Phasing

P/A/V	Directorate	April	May	June	July	August	September	October	November	December	January	February	March	Total
Plan	Corporate	861,004	106,431	89,929	209,930	118,680	118,679	46,086	66,085	51,085	53,087	53,087	44,079	1,818,161
Actual	Corporate	1,403,129	0	0	0	0	0	0	0	0	0	0	0	1,403,129
Variance	Corporate	542,125	(106,431)	(89,929)	(209,930)	(118,680)	(118,679)	(46,086)	(66,085)	(51,085)	(53,087)	(53,087)	(44,079)	415,032
Plan	Division 1 - Surgical	951,075	336,558	520,815	346,305	374,850	378,533	977,787	934,929	975,274	972,427	972,425	976,123	8,717,101
Actual	Division 1 - Surgical	806,121	0	0	0	0	0	0	0	0	0	0	0	806,121
Variance	Division 1 - Surgical	(144,954)	(336,558)	(520,815)	(346,305)	(374,850)	(378,533)	(977,787)	(934,929)	(975,274)	(972,427)	(972,425)	(976,123)	7,911,817
Plan	Division 2 Medicine	212,298	317,373	297,504	401,338	429,468	493,710	992,936	945,677	954,378	956,047	956,052	1,065,314	8,022,095
Actual	Division 2 Medicine	154,577	0	0	0	0	0	0	0	0	0	0	0	154,577
Variance	Division 2 Medicine	(57,721)	(317,373)	(297,504)	(401,338)	(429,468)	(493,710)	(992,936)	(945,677)	(954,378)	(956,047)	(956,052)	(1,065,314)	7,867,518
Plan	Estates and Facilities	729,528	33,528	33,528	45,972	55,347	55,347	269,446	269,446	269,446	269,447	269,447	425,455	2,725,937
Actual	Estates and Facilities	804,000	0	0	0	0	0	0	0	0	0	0	0	804,000
Variance	Estates and Facilities	74,472	(33,528)	(33,528)	(45,972)	(55,347)	(55,347)	(269,446)	(269,446)	(269,446)	(269,447)	(269,447)	(425,455)	1,921,937
Plan	Trust Wide	0	0	0	0	0	0	0	0	0	0	0	0	0
Actual	Trust Wide	0	0	0	0	0	0	0	0	0	0	0	0	0
Variance	Trust Wide	0	0	0	0	0	0	0	0	0	0	0	0	0
Totals Plan		2,753,905	793,890	941,776	1,003,545	978,345	1,046,269	2,286,255	2,216,137	2,250,183	2,251,008	2,251,011	2,510,971	21,283,294
Totals Actual		3,167,827	0	0	0	0	0	0	0	0	0	0	0	3,167,827
Totals Variance		413,922	(793,890)	(941,776)	(1,003,545)	(978,345)	(1,046,269)	(2,286,255)	(2,216,137)	(2,250,183)	(2,251,008)	(2,251,011)	(2,510,971)	18,116,304
% of Plan(Month)		115%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
% of Plan(Cumulative)		115%	89%	71%	58%	49%	42%	32%	26%	22%	19%	17%	15%	
% Annual Target Achieved		15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
Monthly Plan as % of Target		13%	4%	4%	5%	5%	5%	11%	10%	11%	11%	11%	12%	
Cumulative Plan as % of Target		13%	17%	21%	26%	30%	35%	46%	56%	67%	78%	88%	100%	

APPENDIX B – Risk to Deliverability Schemes

Scheme	Scheme Name	In Year Benefit	Planned In Month	Achieved In Month	Achieved To Date	Patient Safety	Clinical Effectiveness	Patient Experience	Confidence Factor (%)
QUALITY									
6 & 7	Increase in Car Parking Charges	84,000	56,000	56,000	66.67%	E1	E1	A2	65.00%
17	Staff Savings Associated with the Development of the Health Records Department	200,000	5,000	-	0.00%	D3	D3	E1	50.00%
19	IT Shared Service	114,000	14,000	33,000	28.95%	C4	E1	C2	80.00%
29	Reduction in the Use of Face to Face Interpreting	91,000	7,583	91,000	100.00%	D3	C3	D3	70.00%
34	Savings Associated to Changes to AfC	300,000	25,000	-	0.00%	D3	D3	D3	75.00%
42	Reduction in Band 2 Administration in Heart Failure	6,205	-	-	0.00%	E1	B3	E1	100.00%
67	Obs & Gynae - Close Bay at Weekends	18,116	-	-	0.00%	E3	E3	E3	75.00%
68	Appleby Suite Expansion	169,000	-	-	0.00%	E1	C3	E1	60.00%
71	Adult Community Services - Paper Light System	15,000	1,250	15,000	100.00%	C3	E1	E1	85.00%
79	Development of CDU	100,000	-	-	0.00%	E1	D2	C2	40.00%
97	Reduce LoS on CoE Wards by 1 Day	110,250	9,187	-	0.00%	E3	E1	E1	60.00%
105	Review of Therapy Input to Resource Centres	43,893	-	-	0.00%	D2	E1	C2	85.00%
127	Non Clinical Post Reconfiguration	20,000	1,667	-	0.00%	D3	D3	C3	80.00%
135	Staffing Project	2,000,000	-	-	0.00%	C2	C2	C2	50.00%
CONFIDENCE FACTOR									
47	General Surgery (Breast Surgery) Better Care Better Value Saving Opportunities	32,883	-	-	0.00%	D2	E1	E1	60.00%
48	General Surgery Better Care Better Value Saving Opportunities	33,469	-	-	0.00%	E1	E1	E1	60.00%
49	General Surgery (LoS) Better Care Better Value Saving Opportunities	11,766	-	-	0.00%	E1	E1	E1	60.00%
50	Head & Neck Better Care Better Value Saving Opportunities	9,450	-	-	0.00%	E1	E1	E1	40.00%
51	Head & Neck (MaxFac) Better Care Better Value Saving Opportunities	16,500	-	-	0.00%	E1	E1	E1	40.00%
52	Head & Neck (LoS) Better Care Better Value Saving Opportunities	11,049	-	-	0.00%	E1	E1	E1	60.00%
53	Urology Better Care Better Value Saving Opportunities	5,800	-	-	0.00%	E1	E1	E1	60.00%
75	Adult Community Services Admin Review	320,000	1,667	29,472	9.21%	E1	E1	E1	60.00%
76	Adult Community Services - Access Clinics	62,901	-	-	0.00%	E1	E1	E1	50.00%
82	Reduction in DNA Rate for Diabetes Patients	35,000	-	-	0.00%	E1	E1	E1	60.00%
83	Restructuring of Respiratory	75,000	-	-	0.00%	E1	E1	E1	65.00%
84	Efficiency Savings Gastro	130,000	-	-	0.00%	E1	E1	E1	60.00%
85	Additional Activity aligned to Business Case for 8th Consultant	100,000	8,333	-	0.00%	E1	E1	E1	60.00%
99	Reduction in LoS at West Park Elderly Rehabilitation Wards	162,600	13,550	-	0.00%	E1	E1	E1	60.00%
100	Provide Neuro Physiology	25,000	-	-	0.00%	E1	E1	E1	50.00%
113 & 114	Patient Productivity Programme	900,000	175,000	191,088	21.23%				50.00%
130	Post Review - Following Evaluation of Management Model	200,000	16,668	-	0.00%	E1	E1	E1	25.00%
137	Further Estates Rationalisation	400,000	33,333	-	0.00%	E1	E1	E1	50.00%
	Total for Risk to Deliverability Schemes	£ 5,802,882	£ 368,238	£ 415,560	2.33%				

APPENDIX C – Quality Impact Summary

Corporate PIDs – Summary of yellow/amber/red PIDs

Directorate/PID number	Clinician sign off	Project background	Saving	Quality Impact Assessment				
				Patient Safety	Clinical Effectiveness	Patient Experience	Overall Risk Score	Mitigation
Staffing project	Rose Baker	Reduce discretionary spend across operational areas implementing series of projects enabling savings to be made. Move from overtime spend to bank usage	£2M	C2	C2	C2		Individual risk assessments for each scheme completed On-going audit of waiting list work if a shortfall in staff is highlighted.
Staffing Project E Rostering	Charlotte Hall	E rostering to be used consistently across all nursing staff on in patient wards reducing numbers of lost hours, improving efficiency of planned leave.	This part of the above PID to be confirmed. Scoping of 2 wards will be known by 21 May	C3	E1	E1		Individual analysis of ward efficiency needs to be completed with enabling costs to carry out this work and push forward the benefits of E Rostering.
Reduce face to	Charlotte	Increase use of	£91,000	D3	C3	D3		Risk assessment for each interpreting request

face interpreting 29	Hall	telephone interpreting						introduced as per policy
IT 19	Chris Wanley	Shared Services	£114,000	C4	E1	C2		Extending the response time for support to non-clinical areas to ensure adequate support for clinical areas.
Health Records 17	Lisa Myatt	Staff Savings Associated with the Development of the Health Records Department	£200,000	D3	D3	E1		The Clinician will have a more complete, detailed patient record available in a single place. The likelihood of having missing or misfiled information is reduced. By having access to a number of different systems, presenting information on patients, the Clinicians will be able to see more clinical history
Trust Wide	Caroline Marshall	Savings Associated to Changes to AfC	£300,000	D3	D3	D3		Ensure Health and Wellbeing strategy enables maximum attendance levels – routinely monitored through workforce assurance committee. Ensure pay progression policy is fairly applied and decisions to freeze pay are reviewed against appropriate evidence base – HRM involvement in each case will oversee decision making. Monitor turnover rates, reasons for leaving and exit interview responses to see if trends emerge.
Nursing	Maria Arthur	Non Clinical Post Reconfiguration	£20,000	D3	D3	C3		The expansion of the Governance deliverables and the work remit following TCS has shown the need for additional support to the Divisions. The reconfiguration Band 7 post in addition to an existing Band 8a Governance Manager position will provide additional support to the larger clinical Division. The function of the new role will be evaluated 3 – 6 months post commencement.

Division 1 PIDs - Summary of yellow/amber/red PIDs

Directorate/PID number	Clinician sign off	Project background	Saving	Quality Impact Assessment				
				Patient Safety	Clinical Effectiveness	Patient Experience	Overall Risk Score	Mitigation
Gynaecology 67	Damian Murphy	Close bay on Gynae ward at weekend	£18,116	E3	E1	E3		Monitor KPIs. Skill mix review supports new staffing model.
Cardiology 42	Jenny Borley	Reduction in 0.5 WTE Band 2 in heart failure team	£8,270	E1	B3	E1		Due to pressures elsewhere in the directorate the Band 2 post has been supporting another area and the Heart Failure team has been able to manage within this period without any noticeable increase in their own workloads. With the advent of the database therefore, the remaining hours should be released because of this without any impact.
Appleby Suite 68	Marion Washer	Increase capacity in Appleby Suite to facilitate more day case surgery removing costs from base wards (8.4 WTE Nursing posts)	£169,000	E1	C3	E1		

Division 2 PIDs - Summary of yellow/amber/red PIDs

Directorate/PID number	Clinician sign off	Project background	Saving	Quality Impact Assessment				
				Patient Safety	Clinical Effectiveness	Patient Experience	Overall Risk Score	Mitigation
Therapies 105	Sheila Stringer	Review of therapy to resource centres and across the community	£43,893	E1	E1	C2		Communicate with patients; consider travel and ability to attend alternative venues.
Care of Older people 97	Karen Bowley	Reduce length of stay on C22 and D7	£110,250	E3	E1	E1		Monitor re admission rates for elderly care.
Emergency Services 79	Dr A Morgan	Creating a Clinical Decision Unit	£100,000	D2	D2	C2		Standard Operating Procedures for Clinical Decision Unit.
Adult Community 71	Rose Baker	Paper Light System	£15,000	C3	E1	E1		A Business Continuity Plan is in place should there be an IT failure.

Estates and Facilities PIDs - Summary of yellow/amber/red PIDs

Directorate/PID number	Clinician sign off	Project background	Saving	Quality Impact Assessment				
				Patient Safety	Clinical Effectiveness	Patient Experience	Overall Risk Score	Mitigation
Commercial Services	Pete Gibbons	Car Park Income	£84,000	E1	E1	A2		Wide communication with Stakeholders. Advertise changes in advance.