







Trust Board Report

Meeting Date:	22 April 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 12.</p> <p>It provides an overall financial position, the view of the progress for schemes during March 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 and an update on the CIP programme for 2013/14</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 – High Value Schemes</p> <p>Appendix C – Quality Dashboard</p> <p>Appendix D – 2013/14 CIP Schedule</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

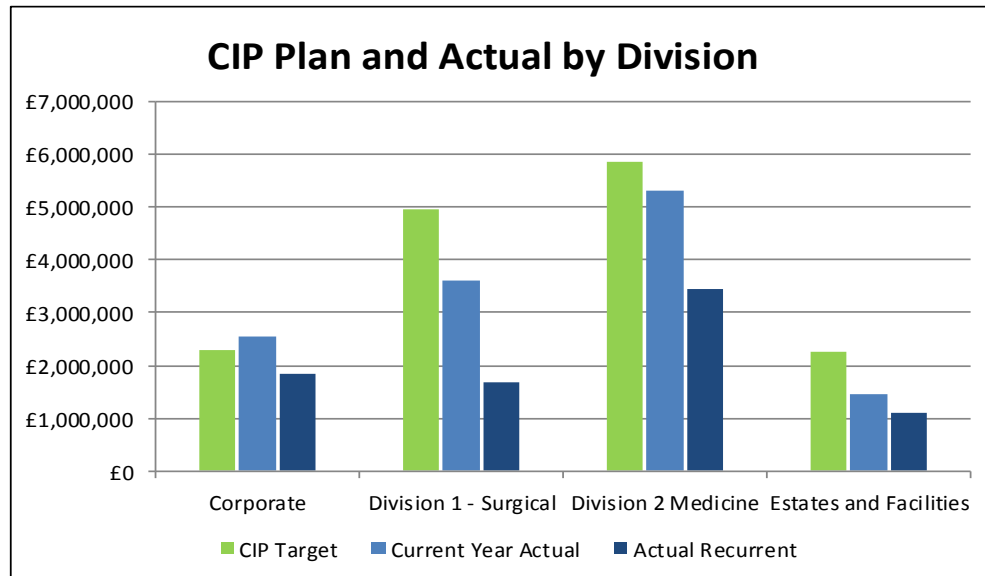
1 Finance Update

1.1 2012/13 MONTH 12

As at month 12 a total of £12,933k has been removed from budgets against the 2012/13 target of £15,325k, this represents 84%. The Trust has under achieved by £2,392k. This is an improvement on the February position which was a cumulative under achievement of £2,905k. The following table and graph highlight the position by Division.

	CIP Target	Current Year target to date	Current Year Actual	Variance	Actual Recurrent
Corporate	£2,273,930	£2,273,930	£2,537,205	(£263,275)	£2,164,572
Division 1 - Surgical	£4,961,185	£4,961,185	£3,617,864	£1,343,321	£2,203,289
Division 2 Medicine	£5,837,865	£5,837,865	£5,311,494	£526,371	£3,616,081
Estates and Facilities	£2,252,020	£2,252,020	£1,466,182	£785,838	£1,148,800
	£15,325,000	£15,325,000	£12,932,745	£2,392,255	£9,132,742

1.2 Recurrent CIP of £9.1m has been achieved which is 59.5% of the 2012/13 target. The recurrent shortfall of £6.2m will be carried forward into 2013/14 and added to the 2013/14 target of £14.7m, giving a total CIP to be achieved of £20.9m. Schemes for the total CIP in 2013/14 are being finalised and will be reported in detail from month 1. This level of carry forward is a significant financial risk for the Trust and Divisional teams are developing recovery actions plans for this shortfall which will be monitored through the change programme board.



1.3 2012/13 Monthly Detail

Appendix A details the monthly targets and performance by Division. This shows that the month 12 plan has overachieved by £514k. The cumulative achievement is 84% of the annual target, £12.9m against a target of £15.3m.

	Corporate departments overachieved against target but Divisions 1 and 2 and Estates & Facilities under achieved																											
2	<u>Performance</u>																											
2.1	The cumulative position as at the end of March shows an underachievement of £2.392k for the Trust as a whole. Within this, the financial position for month 12 is as follows: <table border="1" data-bbox="370 465 1303 586"> <tr> <td>Totals Plan</td> <td>£951,430</td> <td>% of Plan Achieved (Month)</td> <td>154%</td> </tr> <tr> <td>Totals Actual</td> <td>£1,465,019</td> <td>% Annual Target Achieved</td> <td>84%</td> </tr> <tr> <td>Totals Variance</td> <td>£513,589</td> <td></td> <td></td> </tr> </table>	Totals Plan	£951,430	% of Plan Achieved (Month)	154%	Totals Actual	£1,465,019	% Annual Target Achieved	84%	Totals Variance	£513,589																	
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2.2	In total 23 schemes have contributed to savings in month 12, of which 7 have delivered in full and closed.																											
2.3	In March, 6 replacement schemes have been submitted to mitigate against a number of schemes which have been forecasted as not achievable. The impact of quality will be picked up in the Quality Report. All of the replacement schemes have delivered in full and closed. Details of the replacement schemes can be found in the table below. <table border="1" data-bbox="354 949 1321 1509"> <thead> <tr> <th>Replacements</th> <th>£</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Division Two</td> <td></td> <td></td> </tr> <tr> <td>Removal of Health Visiting Under spent staff budget non Recurrently</td> <td>42,000</td> <td>Closed</td> </tr> <tr> <td>Removal of children’s OPD Under spent staff budget non Recurrently</td> <td>10,000</td> <td>Closed</td> </tr> <tr> <td>Removal of Neonatal Under spent staff budget non Recurrently</td> <td>40,000</td> <td>Closed</td> </tr> <tr> <td>Removal of Under spent Community Paeds Drugs Budget Non recurrently</td> <td>5,000</td> <td>Closed</td> </tr> <tr> <td>Removal of Underspent HV non pay budget non recurrently</td> <td>15,000</td> <td>Closed</td> </tr> <tr> <td>Removal of under spent Junior Medical Staff budget non recurrently</td> <td>10,000</td> <td>Closed</td> </tr> <tr> <td>Division Two TOTAL</td> <td>122,000</td> <td></td> </tr> </tbody> </table>	Replacements	£	Status	Division Two			Removal of Health Visiting Under spent staff budget non Recurrently	42,000	Closed	Removal of children’s OPD Under spent staff budget non Recurrently	10,000	Closed	Removal of Neonatal Under spent staff budget non Recurrently	40,000	Closed	Removal of Under spent Community Paeds Drugs Budget Non recurrently	5,000	Closed	Removal of Underspent HV non pay budget non recurrently	15,000	Closed	Removal of under spent Junior Medical Staff budget non recurrently	10,000	Closed	Division Two TOTAL	122,000	
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2.4	High Value Schemes - Month 12 Overview																											
2.5	The 29 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 12.																											
2.6	The summary position is that there is a shortfall of £177,745 for the month of March.																											
2.7	The cumulative position shows that the £5,527k representing almost 48% of the total value of the high value schemes has been achieved in year; this is £6,106k behind plan at year end.																											

<p>3</p> <p>3.1</p> <p>3.2</p> <p>3.3</p> <p>3.4</p>	<p><u>Quality Update</u></p> <p>There are no red or amber PIDs currently and in month there were 6 new PIDs, all were assessed as green. Appendix C details graphical data on QIAs for all the PIDs for 2012/13</p> <p>2013/14 PIDs - Quality Impact Assessments (QIAs)</p> <p>All PIDs that have been included in the 2013/14 plan have had a QIA Review with the divisional management teams. A number of PIDs have been challenged for more detail on how they will be delivered, changes will be reflected in the QIAs.</p> <p>A number of PIDs identify reduced length of stay the PID owners have been tasked with ensuring the impact on quality has been fully assessed.</p> <p>Further to the Trust Boards request a seminar is being organised with non-executive Directors to discuss the QIAs for the 2013/14 CIP programme.</p> <p>.</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. A high level overview of all the schemes and their values can be found at Appendix D.</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 CIP Monthly Analysis

P/A/V	Directorate	Plan												
		April	May	June	July	August	September	October	November	December	January	February	March	Total
Plan	Corporate	1,185,705	16,764	139,839	55,706	62,204	165,924	105,484	75,484	75,483	79,481	79,480	232,377	2,273,930
Actual	Corporate	1,258,165	93,014	119,327	44,607	404,513	97,637	44,346	72,253	105,273	22,831	49,727	225,512	2,537,205
Variance	Corporate	(72,460)	(76,250)	20,512	11,099	(342,309)	68,287	61,138	3,231	(29,790)	56,650	29,753	6,865	(263,275)
Plan	Division 1 - Surgical	652,468	261,614	476,222	647,403	839,047	287,913	619,192	316,190	184,685	268,885	184,684	222,883	4,961,185
Actual	Division 1 - Surgical	485,014	60,636	417,131	274,044	61,518	101,007	306,862	696,329	118,089	271,925	99,160	726,149	3,617,864
Variance	Division 1 - Surgical	167,454	200,978	59,091	373,359	777,529	186,906	312,330	(380,139)	66,596	(3,040)	85,524	(503,266)	1,343,321
Plan	Division 2 Medicine	1,203,698	268,122	438,766	626,063	645,719	487,907	601,598	333,025	331,987	319,392	319,391	262,199	5,837,866
Actual	Division 2 Medicine	1,092,812	581,813	74,743	628,649	223,754	185,136	520,690	783,513	445,656	203,658	274,337	296,733	5,311,494
Variance	Division 2 Medicine	110,886	(313,691)	364,023	(2,586)	421,965	302,771	80,908	(450,488)	(113,669)	115,734	45,054	(34,534)	526,372
Plan	Estates and Facilities	102,507	53,716	87,961	92,206	19,205	1,417,588	48,976	48,975	48,972	48,972	48,972	233,972	2,252,020
Actual	Estates and Facilities	210,019	73,838	34,673	58,428	138,640	74,950	316,989	260,831	22,449	22,780	35,960	216,625	1,466,182
Variance	Estates and Facilities	(107,512)	(20,122)	53,288	33,778	(119,435)	1,342,638	(268,013)	(211,856)	26,523	26,192	13,012	17,347	785,838
	Totals Plan	3,144,378	600,216	1,142,788	1,421,378	1,566,175	2,359,331	1,375,249	773,673	641,126	716,729	632,526	951,430	15,325,001
	Totals Actual	3,046,010	809,301	645,874	1,005,728	828,425	458,730	1,188,887	1,812,926	691,467	521,194	459,184	1,465,019	12,932,745
	Totals Variance	98,368	(209,086)	496,914	415,650	737,750	1,900,601	186,362	(1,039,253)	(50,341)	195,535	173,342	(513,589)	2,392,256

% of Plan(Month)	97%	135%	57%	71%	53%	19%	86%	234%	108%	73%	73%	154%
% of Plan(Cumulative)	97%	103%	92%	87%	80%	66%	69%	79%	81%	80%	80%	84%
% Annual Target Achieved	20%	25%	29%	36%	41%	44%	52%	64%	68%	72%	75%	84%
Monthly Plan as % of Target	21%	4%	7%	9%	10%	15%	9%	5%	4%	5%	4%	6%
Cumulative Plan as % of Target	21%	24%	32%	41%	51%	67%	76%	81%	85%	90%	94%	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	0	400,000	300,000	75.00%				65.00%	100,000	0	0	300,000
6	Back pay from correction of an error in PFI Agreement - Radiology	200,000	0	0	200,000	200,000	100.00%				Complete	0	0	0	200,000
18	Cardiothoracic ITU beds occupancy	18,257	0	0	18,257	0	0.00%				0.00%	18,257	0	0	0
19	Changes to consumables contracts - Theatres	150,000	0	0	150,000	0	0.00%				0.00%	150,000	0	0	0
23	Pathology - Workforce Savings	262,862	0	0	262,862	262,914	100.02%				Complete	-52	0	0	262,914
91	West Park reconfiguration of beds	361,338	21,097	0	361,338	265,169	73.39%				60.00%	96,169	0	0	265,169
95	Increased income through revised SLAs - Haematology	87,600	0	0	87,600	0	0.00%				30.00%	87,600	0	0	0
100	Non recruitment to current vacancies - Haematology	121,870	0	0	121,870	85,729	70.34%				60.00%	36,141	0	0	85,729
108	Income from medicines savings - Patient Access Schemes and Vial Sharing of Trastuz	139,000	0	10,000	139,000	395,608	284.61%				Complete	-256,608	0	0	395,608
116	Reduction in the hours that PAU will be open	100,000	0	0	100,000	61,019	61.02%				30.00%	38,981	0	0	61,019
123	Service and skill mix reviews to release funds from pay budget. - Therapy Services	118,156	0	54,000	118,156	174,249	147.47%				Complete	-56,093	0	0	174,249
125	Removal of vacancies /Review of structure - Therapy Services	248,386	10,601	0	248,386	120,866	48.66%				50.00%	127,520	0	0	120,866
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	24,000	0	182,500	101,959	55.87%				30.00%	80,541	0	0	101,959
213	IT Services Consolidation	430,000	34,448	0	430,000	369,606	85.95%				30.00%	60,394	0	0	369,606
240	Adult community services CIP	697,710	20,000	0	697,710	571,321	81.89%				40.00%	126,389	0	0	571,321
241	TCS Phase 2 - Management Re-structure	1,000,000	57,035	0	1,000,000	299,131	29.91%				30.00%	700,869	0	0	299,131
247	Div1 Patient Productivity Programme - LOS efficiency	750,000	62,500	0	750,000	0	0.00%				30.00%	750,000	0	0	0
248	Div2 Patient Productivity Programme - LOS efficiency	750,000	62,500	0	750,000	0	0.00%				30.00%	750,000	0	0	0
249	Div2 - Implement e-rostering across nursing.	138,000	15,400	0	138,000	0	0.00%				0.00%	138,000	0	0	0
251	Additional income and activity from the provision of community dermatology service	250,000	25,000	0	250,000	0	0.00%				40.00%	250,000	0	0	0
252	Div1 - Sickness absence project	560,322	38,387	0	560,322	0	0.00%				30.00%	560,322	0	0	0
253	Div1 - Reduction in Locum Agency Spend (SpR/Str/SHO/FY1 Only)	107,193	8,933	0	107,193	0	0.00%				30.00%	107,193	0	0	0
258	Procurement 12/13 Savings Delivery	1,347,027	112,241	170,773	1,347,027	1,380,529	102.49%				Complete	-33,503	0	0	1,380,529
264	Div2 - Reduction in Locum Agency Spend (SpR/Str/SHO/FY1 Only)	136,428	11,369	0	136,428	24,300	17.81%				40.00%	112,128	0	0	24,300
265	Div2 - Sickness absence project	681,443	43,573	0	681,443	0	0.00%				40.00%	681,443	0	0	0
266	Div1 - Implement e-rostering across nursing	112,000	12,600	0	112,000	0	0.00%				0.00%	112,000	0	0	0
301	On Site Car parking – Increased Income	1,450,000	16,538	24,759	1,450,000	487,322	33.61%				40.00%	962,678	0	0	487,322
250	Profile of Working Hours (cumulative impact of schemes)	300,000	24,997	-	300,000	43,165	14.39%				30.00%	256,835	0	0	43,165
302	Temporary Staffing Project - Estates	158,793	13,233	-	158,793	0	0.00%				30.00%	158,793	0	0	0
303	Temporary Staffing Project - Corporate	99,442	8,287	194,618	99,442	216,389	217.60%				Complete	-116,947	0	0	216,389
259	Proactive Gateway Management (cumulative impact of schemes)	110,000	9,156	-	110,000	2,772	2.52%				30.00%	107,228	0	0	2,772
	Total for high value schemes	£ 11,633,727	£ 631,895	£ 454,150	£ 11,633,727	£ 5,527,448	47.51%					£ 6,106,278	£ -	£ -	£ 5,527,448

APPENDIX C – Quality Dashboard

QUALITY IMPACT ASSESSMENT STATUS REPORT

Report Summary

Report Date

04/04/2013

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.

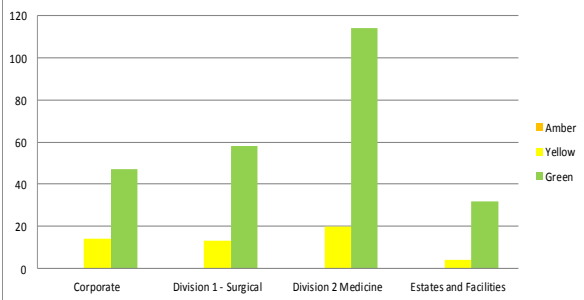
Division	Status - Has QIA been completed			
	Red	Amber	Yellow	Green
Corporate	0	0	0	61
Division 1 - Surgical	0	0	0	71
Division 2 Medicine	0	0	0	134
Estates and Facilities	0	0	0	36
Totals	0.00%	0.00%	0.00%	100.00%

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

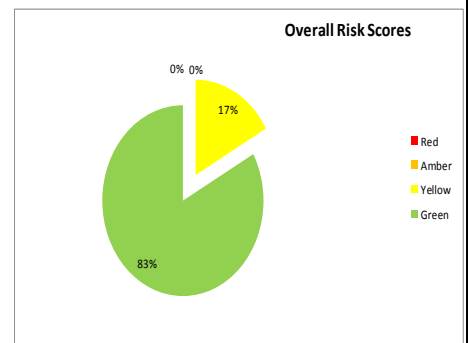
Division	Overall Risk Score for each PID			
	Red	Amber	Yellow	Green
Corporate	0	0	14	47
Division 1 - Surgical	0	0	13	58
Division 2 Medicine	0	0	20	114
Estates and Facilities	0	0	4	32
Totals	0.00%	0.00%	16.89%	83.11%

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

Risks by Directorate



Overall Risk Scores



APPENDIX D – 2013/14 CIP Schedule

Scheme Title	Project Lead	Actuals from LTFM
DIVISION ONE		
Patient Productivity Programme	Lewis Grant	£ 600,000
Incremental Activity Migration - Staffordshire	Lewis Grant	£ 456,000
Procurement Savings	Tony Stanyard	£ 1,352,630
Pathology services - new ways of working	Graham Danks	£ 342,000
Appleby Suite Expansion	Marion Washer	£ 169,000
Divisional Specific Schemes		£ 594,002
DIVISION ONE TOTALS		£ 3,513,632
DIVISION TWO		
Patient Productivity Programme	Tim Powell	£ 300,000
Incremental Activity Migration - Staffordshire	Tim Powell	£ 540,000
Outsourcing Outpatient Pharmacy	Ray Fitzpatrick	£ 285,000
Introduction of Flexible Sigmoidoscopy Screening	Dean Gritton	£ 700,000
Procurement	Tony Stanyard	£ 327,060
Combine Haem and Onc chemotherapy units; combine Haem/Onc traige units; combine Haem/Onc daycase units	Maurice Hakkak	£ 100,000
CIP contribution from consultant working activity aligned to business case for 8th consultant	Dean Gritton	£ 100,000
Efficiency Savings from Newtons outpatient work	Dean Gritton	£ 130,000
Development of CDU for patients waiting diagnostic results	Jane McKiernan	£ 100,000
Improved ways of working on CoE wards	Wendy Worth	£ 111,156
Improved ways of working at West Park Elderly Rehabilitation wards	Wendy Worth	£ 296,117
Rationalisation of Gem Centre administration and portering staff	Victoria Holmes	£ 125,000
Skill mix review of adult community services	Molly Henriques-Dillion	£ 320,000
Divisional Specific schemes		£ 747,295
DIVISION TWO TOTALS		£ 4,181,628
ESTATES & FACILITIES		
Reduce PCT Estates Costs	Graham Argent	£ 100,000
Saving on CHP Project	Graham Argent	£ 350,000
Re-tendering of RWT & PCT Security Services	Graham Argent	£ 100,000
Rate Rebate	Graham Argent	£ 95,000
Car Park Income	Graham Argent	£ 84,000
Procurement	Tony Stanyard	£ 177,330
Divisional Specific Schemes		£ 88,000
ESTATES & FACILITIES TOTALS		£ 994,330
FINANCE & INFORMATION		
Finance Restructure Savings	Sandy Ness	£ 119,491
IT Shared Service	Chris Wanley	£ 114,000
Staff savings associated with the development of the health records department.	Lisa Myatt	£ 200,000
Divisional Specific Schemes		£ 46,645
FINANCE & INFORMATION TOTALS		£ 480,136
NURSING DIRECTOR		
CNST Level 3	Maria Arthur	£ 270,000
Review of Interpreting	Charlotte Hall	£ 91,000
Divisional Specific Schemes		£ 128,083

Scheme Title	Project Lead	Actuals from LTFM
HUMAN RESOURCES TOTALS		£ 61,600
ESTATES DEVELOPMENT TOTALS		£ 23,274
PLANNING AND CONTRACTING TOTALS		£ 39,396
MEDICAL DIRECTOR TOTALS		£ 76,696
CHIEF EXECUTIVE TOTALS		£ 53,696
CHIEF OPERATING OFFICER TOTALS		£ 20,190
ADDITIONAL SCHEMES		
Procurement - CORPORATE & TRUST SCHEMES	Tony Stanyard	£ 373,750
Buying Consortium for Drugs	Kevin Stringer/ Ray Fitzpatrick	£ 300,000
Carbon Plan Bid	Mike Goodwin/ Graham Argent	£ 100,000
Further Estates Rationalisation	Gwen Nuttall/ Mike Goodwin	£ 400,000
VAT on managed equipment	Tony Stanyard	£ 500,000
Pressure Care - Review of pressure care mattresses that could reduce sores and reduce LoS	Tony Stanyard/ Charlotte Hall	£ 156,000
Post Review - following evaluation of management model	Gwen Nuttall	£ 200,000
Tariff for SIFT/Madel	Jonathon Odum/ Kevin Stringer	£ 240,000
Advertising - Income generation	Tony Stanyard	£ 150,000
JOINT OPERATIONAL SCHEMES		£ 2,419,750
Savings Associated to Changes to AFC	Denise Harnin	£ 300,000
Salary Sacrifice Scheme	Denise Harnin	£ 96,000
Staffing Project - A number of enabling schemes, looking at reducing discretionary spend, including: Doctors Bank Project, Annualised hours for staff, Ensure the consultant recruitment process is commenced as early as possible to avoid the use of locums,	Gwen Nuttall	£ 2,000,000
JOINT OPERATIONAL SCHEMES TOTALS		£ 2,396,000
TOTAL		14,749,411
TARGET		14,740,631
VARIANCE		8,780