



## Trust Board Report

<b>Meeting Date:</b>	25 March 2013
<b>Title:</b>	Report of the Change Programme Board
<b>Executive Summary:</b>	<p>This report provides the Board with an update of the progress of the Change Programme for Month 11.</p> <p>It provides an overall financial position, the view of the progress for schemes during February 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>
<b>Action Requested:</b>	To note: current progress
<b>Report of:</b>	Director of Planning and Contracting
<b>Author:</b> <b>Contact Details:</b>	Head of Performance Tel: 01902 694366 Email: <a href="mailto:simon.evans8@nhs.net">simon.evans8@nhs.net</a>
<b>Resource Implications:</b>	None associated with this report
<b>Public or Private:</b> <b>(with reasons if private)</b>	Public Session
<b>References:</b> <b>(e.g. from/to other committees)</b>	Change Programme Board
<b>Appendices/</b> <b>References/</b> <b>Background Reading</b>	<p>Appendix A – Financial Phasing</p> <p>Appendix B – High Value Schemes</p> <p>Appendix C – Quality Dashboard</p>
<b>NHS Constitution:</b> <b>(How it impacts on any decision-making)</b>	<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"> <li> Equality of treatment and access to services</li> <li> High standards of excellence and professionalism</li> <li> Service user preferences</li> <li> Cross community working</li> <li> Best Value</li> <li> Accountability through local influence and scrutiny</li> </ul>

## Detail

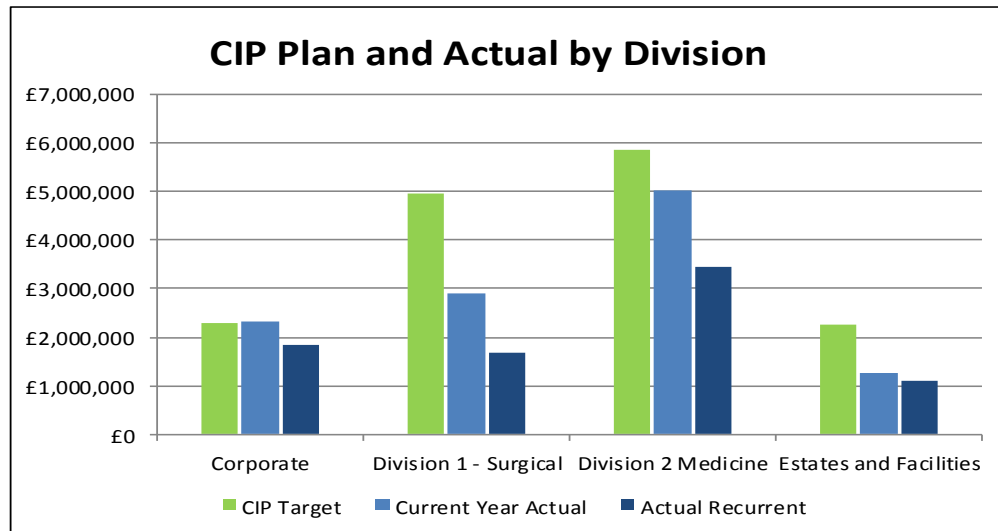
### 1 Finance Update

#### 1.1 2012/13 MONTH 11

As at month 11 a total of £11,468k has been removed from budgets against the annual 2012/13 target of £15,325k, this represents 75% of the total against the originally agreed target of 94%. The Trust remains under achieved year to date by £2,905k. This is deterioration on the January position which was accumulative under achievement of £2,733k. 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	£2,041,553	£2,311,693	(£270,140)	£1,969,340
Division 1 - Surgical	£4,961,185	£4,738,302	£2,891,715	£1,846,587	£1,803,398
Division 2 Medicine	£5,837,865	£5,575,667	£5,014,761	£560,906	£3,518,712
Estates and Facilities	£2,252,020	£2,018,048	£1,249,557	£768,491	£1,148,800
	<b>£15,325,000</b>	<b>£14,373,571</b>	<b>£11,467,726</b>	<b>£2,905,845</b>	<b>£8,440,250</b>

1.2 The recurrent gap is £3m, this is consistent with the previous month. This is due to red risk and slippage schemes being replaced by non-recurrent mitigation plans. The forecast recurrent shortfall is estimated at £5.9m. This is a significant risk for the Trust and urgent discussions are taking place to reduce this gap.



#### 1.3 2012/13 Monthly Detail

Appendix A details the monthly targets and performance by Division. This shows that the month 11 plan has underachieved by £173k. The cumulative achievement is 80% of the agreed target for the first 11 months, £11.4m against a target of £14.3m. To date, Corporate departments are ahead of target but Divisions 1 and 2 and Estates & Facilities are under achieving.

<b>2</b>	<b><u>Performance</u></b>																								
<b>2.1</b>	<p>The cumulative position as at the end of February shows an underachievement of £2.905k for the Trust as a whole. Within this, the financial position for month 11 is as follows:</p> <table border="1"> <tr> <td>Totals Plan</td> <td>£632,526</td> <td>% of Plan Achieved (Month)</td> <td>73%</td> </tr> <tr> <td>Totals Actual</td> <td>£459,184</td> <td>% Annual Target Achieved</td> <td>75%</td> </tr> <tr> <td>Totals Variance</td> <td>£173,342</td> <td></td> <td></td> </tr> </table>	Totals Plan	£632,526	% of Plan Achieved (Month)	73%	Totals Actual	£459,184	% Annual Target Achieved	75%	Totals Variance	£173,342														
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<b>2.2</b>	In total 10 schemes have contributed to savings in month 11, of which 5 have delivered in full and closed.																								
<b>2.3</b>	This now means that 66% of schemes have been delivered year to date with 100 schemes outstanding.																								
<b>2.4</b>	<p>In February 5 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.</p> <table border="1"> <thead> <tr> <th>Replacements</th> <th>£</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td><b>Division Two</b></td> <td></td> <td></td> </tr> <tr> <td>Non-recurrent CIP From Dietetic Projects and SLAs and Maternity Leave</td> <td>42,000</td> <td>Closed</td> </tr> <tr> <td>Removal of Underspent band 6 Childrens Nursing Budget Non recurrently</td> <td>19,000</td> <td>Closed</td> </tr> <tr> <td>Removal of underspent Health Visiting A&amp;C Band 2 Budget Non Recurrently</td> <td>3,500</td> <td>Closed</td> </tr> <tr> <td>Removal of Underspent Paediatric JMS Budget non recurrently</td> <td>13,000</td> <td>Closed</td> </tr> <tr> <td>Removal of Underspent GEM Centre other non disposables budget Non-recurrent</td> <td>4,500</td> <td>Closed</td> </tr> <tr> <td><b>Division Two TOTAL</b></td> <td><b>82,000</b></td> <td></td> </tr> </tbody> </table>	Replacements	£	Status	<b>Division Two</b>			Non-recurrent CIP From Dietetic Projects and SLAs and Maternity Leave	42,000	Closed	Removal of Underspent band 6 Childrens Nursing Budget Non recurrently	19,000	Closed	Removal of underspent Health Visiting A&C Band 2 Budget Non Recurrently	3,500	Closed	Removal of Underspent Paediatric JMS Budget non recurrently	13,000	Closed	Removal of Underspent GEM Centre other non disposables budget Non-recurrent	4,500	Closed	<b>Division Two TOTAL</b>	<b>82,000</b>	
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<b>2.5</b>	<p><b>High Value Schemes - Month 11 Overview</b></p> <p>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 11.</p>																								
<b>2.6</b>	The summary position is that there is a shortfall of £298,622 for the month of February.																								
<b>2.7</b>	The cumulative position shows that the £5,073k representing over 43% of the total value of the schemes has been achieved to date, this is £5,928k behind plan at this stage.																								
<b>2.8</b>	<p><b>2013/2014 CIP</b></p> <p>As agreed in the last Change programme Board Report managers across the Trust are currently finalising detailed PIDs for the 2013/14 CIP Programme.</p>																								

	Detailed discussions have taken place to ensure all of the PIDs submitted are robust and have QIA's in place. This exercise has attendance from at least two Executive Directors.
<b>3</b>	<b><u>Quality Update</u></b>
<b>3.1</b>	Five replacement PIDs have been submitted and quality impact assessed; all are RAG rated green.
<b>3.2</b>	A review of the amber rated PID, Reducing Cleaning Services to Outpatient Areas, that was reported last month has been undertaken and subsequently been downgraded to green following a discussion with the PID owner.
<b>3.3</b>	<b>2013/14 PIDs - Quality Impact Assessments (QIAs)</b>  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.
<b>3.4</b>	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.
<b>3.5</b>	Appendix C details graphical data on QIAs for all the PIDs for 2012/13.
<b>4</b>	<b><u>Remedial Actions</u></b>
<b>4.1</b>	Each division has produced recovery action plans identifying how the control totals will be delivered. Progress on the recovery action plans are presented monthly to the Change Programme Board meetings.

## 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	0	2,311,693
Variance	Corporate	(72,460)	(76,250)	20,512	11,099	(342,309)	68,287	61,138	3,231	(29,790)	56,650	29,753	232,377	(37,763)
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	0	2,891,715
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	222,883	2,069,470
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	0	5,014,761
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	262,199	823,105
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	0	1,249,557
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	233,972	1,002,463
	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	0	11,467,726
	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	951,430	3,857,275

% of Plan(Month)	97%	135%	57%	71%	53%	19%	86%	234%	108%	73%	73%	0%
% of Plan(Cumulative)	97%	103%	92%	87%	80%	66%	69%	79%	81%	80%	80%	75%
% Annual Target Achieved	20%	25%	29%	36%	41%	44%	52%	64%	68%	72%	75%	75%
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%				40.00%	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	21,093	0	340,241	265,169	73.39%				40.00%	0	96,169	0	265,169
95	Increased income through revised SLAs - Haematology	87,600	0	0	87,600	0	0.00%				40.00%	0	87,600	0	0
100	Non recruitment to current vacancies - Haematology	121,870	0	0	121,870	85,729	70.34%				40.00%	0	36,141	0	85,729
108	Income from medicines savings - Patient Access Schemes and Vial Sharing of Trastuzumab	139,000	0	100,000	139,000	385,608	277.42%				Complete	0	-246,608	0	385,608
116	Reduction in the hours that PAU will be open	100,000	0	0	100,000	61,019	61.02%				0.00%	0	38,981	0	61,019
123	Service and skill mix reviews to release funds from pay budget. - Therapy Services	118,156	0	0	118,156	120,249	101.77%				Complete	0	-2,093	0	120,249
125	Removal of vacancies /Review of structure - Therapy Services	248,386	10,597	0	237,785	120,866	48.66%				40.00%	0	127,520	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	158,500	101,959	55.87%				30.00%	80,541	0	0	101,959
213	IT Services Consolidation	430,000	34,444	0	395,552	369,606	85.95%				30.00%	60,394	0	0	369,606
240	Adult community services CIP	697,710	20,000	0	677,710	571,321	81.89%				40.00%	0	126,389	0	571,321
241	TCS Phase 2 - Management Re-structure	1,000,000	57,035	0	942,965	299,131	29.91%				30.00%	378,550	322,319	0	299,131
247	Div1 Patient Productivity Programme - LOS efficiency	750,000	62,500	0	687,500	0	0.00%				30.00%	750,000	0	0	0
248	Div2 Patient Productivity Programme - LOS efficiency	750,000	62,500	0	687,500	0	0.00%				40.00%	0	750,000	0	0
249	Div2 - Implement e-rostering across nursing.	138,000	15,300	0	122,600	0	0.00%				40.00%	0	138,000	0	0
251	Additional income and activity from the provision of community dermatology services	250,000	25,000	0	225,000	0	0.00%				40.00%	15,733	234,267	0	0
252	Div1 - Sickness absence project	560,322	38,387	0	521,935	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	98,260	0	0.00%				30.00%	107,193	0	0	0
258	Procurement 12/13 Savings Delivery	1,347,027	112,242	203,967	1,234,786	1,209,756	89.81%				60.00%	79,368	-58,068	115,970	1,209,756
264	Div2 - Reduction in Locum Agency Spend (SpR/StR/SHO/FY1 Only)	136,428	11,369	0	125,059	24,300	17.81%				40.00%	0	112,128	0	24,300
265	Div2 - Sickness absence project	681,443	43,574	0	637,870	0	0.00%				40.00%	0	681,443	0	0
266	Div1 - Implement e-rostering across nursing	112,000	12,400	0	99,400	0	0.00%				0.00%	112,000	0	0	0
301	On Site Car parking – Increased income	1,450,000	16,538	28,996	1,433,462	462,563	31.90%				40.00%	947,437	0	40,000	462,563
250	Profile of Working Hours (cumulative impact of schemes)	300,000	24,997	-	275,003	43,165	14.39%				30.00%	214,835	42,000	0	43,165
302	Temporary Staffing Project - Estates	158,793	13,233	-	145,560	0	0.00%				30.00%	158,793	0	0	0
303	Temporary Staffing Project - Corporate	99,442	8,287	-	91,155	21,771	21.89%				30.00%	77,671	0	0	21,771
259	Proactive Gateway Management (cumulative impact of schemes)	110,000	9,156	-	100,844	2,772	2.52%				30.00%	67,628	39,600	0	2,772
<b>Total for high value schemes</b>		<b>£ 11,633,727</b>	<b>£ 631,585</b>	<b>£ 332,963</b>	<b>£ 11,001,832</b>	<b>£ 5,073,298</b>	<b>43.61%</b>					<b>£ 3,878,670</b>	<b>£ 2,525,788</b>	<b>£ 155,970</b>	<b>£ 5,073,298</b>
Other Schemes Risk Rating by Category												<b>-£ 1,137,710</b>	<b>-£ 1,889,551</b>	<b>£ 324,107</b>	<b>£ 6,394,428</b>
<b>Grand Total by Risk Category</b>												<b>£ 2,740,960</b>	<b>£ 636,237</b>	<b>£ 480,077</b>	<b>£ 11,467,726</b>

# APPENDIX C – Quality Dashboard

## QUALITY IMPACT ASSESSMENT STATUS REPORT

**Report Summary**

**Report Date**

**15/03/2013**

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	128
Estates and Facilities	0	0	0	36
<b>Totals</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>100.00%</b>

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	108
Estates and Facilities	0	0	4	32
<b>Totals</b>	<b>0.00%</b>	<b>0.00%</b>	<b>17.23%</b>	<b>82.77%</b>

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

