

## Trust Board Report

<b>Meeting Date:</b>	25 February 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 10.</p> <p>It provides an overall financial position, the view of the progress for schemes during January 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>	<p>Head of Performance</p> <p>Tel: 01902 694366 Email: <a href="mailto:simon.evans8@nhs.net">simon.evans8@nhs.net</a></p>
<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 – 2013/14 CIP Schedule</p> <p>Appendix D – 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

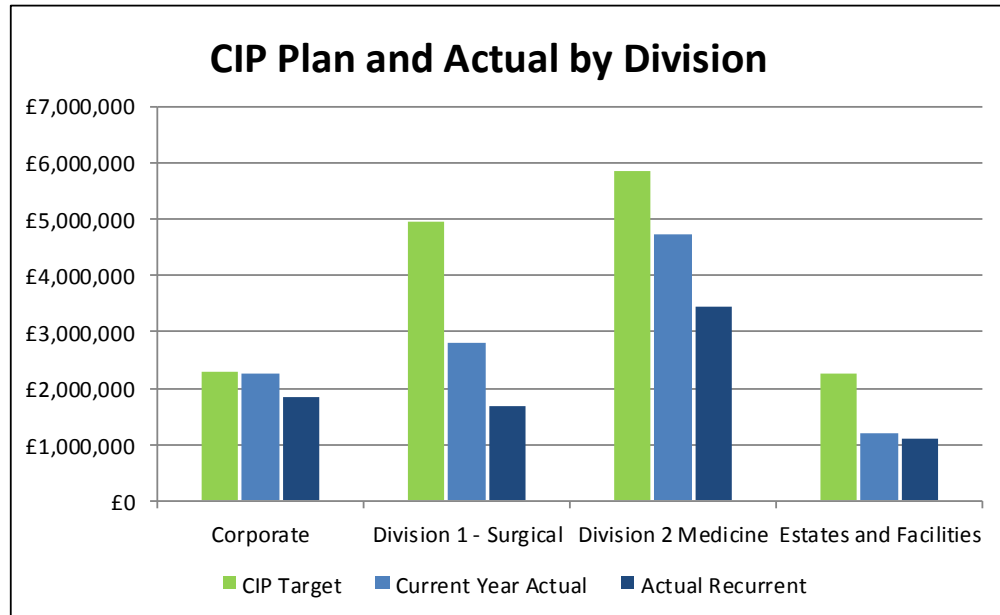
### 1 Finance Update

#### 1.1 2012/13 MONTH 10

As at month 10 a total of £11,009k has been removed from budgets against the annual 2012/13 target of £15,325k, this represents 72% of the total against the originally agreed target of 85%. The level of cumulative under achievement remains, being £2,733k compared to £2,256k for the previous month. 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	£1,962,073	£2,261,966	(£299,893)	£1,823,969
Division 1 - Surgical	£4,961,185	£4,553,618	£2,792,555	£1,761,063	£1,683,911
Division 2 Medicine	£5,837,865	£5,256,276	£4,740,424	£515,852	£3,431,906
Estates and Facilities	£2,252,020	£1,969,077	£1,213,597	£755,480	£1,088,498
	<b>£15,325,000</b>	<b>£13,741,044</b>	<b>£11,008,542</b>	<b>£2,732,502</b>	<b>£8,028,284</b>

1.2 The recurrent gap is £3m, an increase of £0.5m in the month. This is due to red risk and slippage schemes being replaced by non recurrent mitigation plans. All Divisions are now working on the 2013/14 CIP Programme which also addresses the bring forward recurrent gap.



#### 1.3 2012/13 Monthly Detail

Appendix A details the monthly targets and performance by Division. This shows that the month 10 plan has under achieved by £0.2k. The cumulative achievement is 80% of the agreed target for the first 10 months, £11m against a target of £13.7m, with Divisions 1 and 2 and Estates & Facilities under achieving.

<b>2</b>	<b><u>Performance</u></b>																		
<b>2.1</b>	<p>The cumulative position as at the end of January shows an underachievement of £2.733k for the Trust as a whole. Within this, the financial position for month 10 is as follows:</p> <table border="1"> <tr> <td>Totals Plan</td> <td>£716,729</td> <td>% of Plan Achieved (Month)</td> <td>73%</td> </tr> <tr> <td>Totals Actual</td> <td>£521,194</td> <td>% Annual Target Achieved</td> <td>72%</td> </tr> <tr> <td>Totals Variance</td> <td>£195,535</td> <td></td> <td></td> </tr> </table>	Totals Plan	£716,729	% of Plan Achieved (Month)	73%	Totals Actual	£521,194	% Annual Target Achieved	72%	Totals Variance	£195,535								
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<b>2.2</b>	In total 18 schemes have contributed to savings in month 10, of which 4 have delivered in full and closed. This now means that 65% of schemes have been delivered year to date with 100 schemes outstanding.																		
<b>2.3</b>	<p>In January 3 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. Of the 3 replacement schemes all of them 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>Rehab Consultant Savings (3.5 month vacancy)</td> <td>35,796</td> <td>Closed</td> </tr> <tr> <td>Renal Various Underspends</td> <td>89,000</td> <td>Closed</td> </tr> <tr> <td>Flexible Sigmoidoscopy</td> <td>40,104</td> <td>Closed</td> </tr> <tr> <td><b>Division Two TOTAL</b></td> <td><b>164,900</b></td> <td></td> </tr> </tbody> </table>	Replacements	£	Status	<b>Division Two</b>			Rehab Consultant Savings (3.5 month vacancy)	35,796	Closed	Renal Various Underspends	89,000	Closed	Flexible Sigmoidoscopy	40,104	Closed	<b>Division Two TOTAL</b>	<b>164,900</b>	
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<b>2.4</b>	<p><b>High Value Schemes - Month 10 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 10.</p>																		
<b>2.5</b>	The summary position is that there is a shortfall of £408,783 for the month of January.																		
<b>2.6</b>	The cumulative position shows that the £4,740k representing over 40% of the total value of the schemes has been achieved to date, this is £5,630k behind plan at this stage.																		
<b>2.7</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 both 2013/14 and 2014/15.</p>																		
<b>2.8</b>	A more detailed CIP plan can be found in Appendix C.																		

<p><b>3</b></p> <p><b>3.1</b></p> <p><b>3.2</b></p> <p><b>3.3</b></p> <p><b>3.4</b></p>	<p><b><u>Quality Update</u></b></p> <p>Three new PIDs have been submitted and quality impact assessed; all are RAG rated green.</p> <p>A review of the two amber rated PIDs that were reported last month has been undertaken. Reduced postal service has been downgraded to green; collection evidence supports this as there has been no adverse effect on the number of DNAs, it is also part-mitigated by the Choose and Book system and the Outpatient Waiting List.</p> <p>The remaining amber PID relates to reduced cleaning hours in outpatients; there are some concerns with cleanliness from matrons, evidence has been requested to demonstrate reduced environmental standards prior to any changes on the quality report.</p> <p>Appendix D details graphical data on QIAs for all the PIDs for 2012/13.</p>
<p><b>4</b></p> <p><b>4.1</b></p>	<p><b><u>Remedial Actions</u></b></p> <p>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.</p>

## Appendix A CIP Monthly Analysis

P/A/V	Directorate	Plan												Total
		April	May	June	July	August	September	October	November	December	January	February	March	
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	0	0	2,261,966
Variance	Corporate	(72,460)	(76,250)	20,512	11,099	(342,309)	68,287	61,138	3,231	(29,790)	56,650	79,480	232,377	11,964
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	0	0	2,792,555
Variance	Division 1 - Surgical	167,454	200,978	59,091	373,359	777,529	186,906	312,330	(380,139)	66,596	(3,040)	184,684	222,883	2,168,630
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	0	0	4,740,424
Variance	Division 2 Medicine	110,886	(313,691)	364,023	(2,586)	421,965	302,771	80,908	(450,488)	(113,669)	115,734	319,391	262,199	1,097,442
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	0	0	1,213,597
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	48,972	233,972	1,038,423
	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	0	0	11,008,542
	Totals Variance	98,368	(209,086)	496,914	415,650	737,750	1,900,601	186,362	(1,039,253)	(50,341)	195,535	632,526	951,430	4,316,459

% of Plan(Month)	97%	135%	57%	71%	53%	19%	86%	234%	108%	73%	0%	0%
% of Plan(Cumulative)	97%	103%	92%	87%	80%	66%	69%	79%	81%	80%	77%	72%
% Annual Target Achieved	20%	25%	29%	36%	41%	44%	52%	64%	68%	72%	72%	72%
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%	0	100,000	0	300,000
6	Back pay from correction of an error in PFI Agreement - Radiology	200,000	0	200,000	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	37,500	0	150,000	0	0.00%				40.00%	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	0	319,148	265,169	73.39%				100.00%	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%				100.00%	0	36,141	0	85,729
108	Income from medicines savings - Patient Access Schemes and Vial Sharing of Trastuz	139,000	0	0	139,000	285,608	205.47%				Complete	0	-146,608	0	285,608
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	227,188	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	22,219	134,500	101,959	55.87%				40.00%	80,541	0	0	101,959
213	IT Services Consolidation	430,000	34,444	0	361,108	369,606	85.95%				90.00%	0	60,394	0	369,606
240	Adult community services CIP	697,710	20,000	0	657,710	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	885,930	299,131	29.91%				40.00%	0	700,869	0	299,131
247	Div1 Patient Productivity Programme - LOS efficiency	750,000	62,500	0	625,000	0	0.00%				40.00%	0	750,000	0	0
248	Div2 Patient Productivity Programme - LOS efficiency	750,000	62,500	0	625,000	0	0.00%				40.00%	0	750,000	0	0
249	Div2 - Implement e-rostering across nursing.	138,000	15,300	0	107,300	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	200,000	0	0.00%				40.00%	15,733	234,267	0	0
252	Div1 - Temporary Staffing project	560,322	38,387	0	483,548	0	0.00%				40.00%	0	560,322	0	0
253	Div1 - Reduction in Locum Agency Spend (SpR/STR/SHO/FY1 Only)	107,193	8,933	0	89,327	0	0.00%				40.00%	0	107,193	0	0
258	Procurement 12/13 Savings Delivery	1,347,027	112,246	16,405	1,122,544	1,005,789	74.67%				70.00%	0	341,237	0	1,005,789
264	Div2 - Reduction in Locum Agency Spend (SpR/STR/SHO/FY1 Only)	136,428	11,369	0	113,690	24,300	17.81%				40.00%	0	112,128	0	24,300
265	Div2 - Temporary Staffing project	681,443	43,574	0	594,296	0	0.00%				40.00%	0	681,443	0	0
266	Div1 - Implement e-rostering across nursing	112,000	12,400	0	87,000	0	0.00%				40.00%	0	112,000	0	0
301	On Site Car parking – Increased Income	1,450,000	16,538	21,682	1,416,924	433,567	29.90%				40.00%	538,779	477,654	0	433,567
250	Profile of Working Hours (cumulative impact of schemes)	300,000	24,997	-	250,006	43,165	14.39%				40.00%	50,000	206,835	0	43,165
302	Temporary Staffing Project - Estates	158,793	13,233	-	132,328	0	0.00%				40.00%	158,793	0	0	0
303	Temporary Staffing Project - Corporate	99,442	8,287	-	82,868	21,771	21.89%				40.00%	55,633	22,038	0	21,771
259	Proactive Gateway Management (cumulative impact of schemes)	110,000	9,156	-	91,688	2,772	2.52%				40.00%	20,900	86,328	0	2,772
	<b>Total for high value schemes</b>	<b>£ 11,633,727</b>	<b>£ 669,089</b>	<b>£ 260,306</b>	<b>£ 10,370,247</b>	<b>£ 4,740,335</b>	<b>40.75%</b>					<b>£ 938,636</b>	<b>£ 5,954,755</b>	<b>£ -</b>	<b>£ 4,740,335</b>
	Other Schemes Risk Rating by Category											<b>£ 611,019</b>	<b>-£ 3,326,059</b>	<b>£ 138,107</b>	<b>£ 6,268,207</b>
	<b>Grand Total by Risk Category</b>											<b>£ 1,549,655</b>	<b>£ 2,628,696</b>	<b>£ 138,107</b>	<b>£ 11,008,542</b>

## APPENDIX C – 2013/14 CIP Schedule

Description of scheme	Total
	2013/14
	£000s
Patient Productivity Programme	996
Flexible Sigmoidoscopy Screening	996
Community Services Benefit Realisation	500
Procurement Savings	2,232
Outsourcing Outpatient Pharmacy	288
Review of Temporary Staffing Spend	2,004
Combined Heat and Power Project	350
Reduced Estates Cost Through Efficiencies	100
Retendering of Security Services	96
Car Parking Scheme	120
Finance Department Restructure	120
IT Shared Services	228
Health Records Reorganisation	200
CNST Level 3	270
Review of Interpreting Services	96
Activity Growth	996
Divisional Transformational Projects	2,682
Salary Sacrifice Scheme	96
Pathology Reconfiguration	522
Infection Prevention Training & Outbreak Management	46
Review of Legal Service	20
Skill Mix Review - Nursing Directorate	59
IT, Information and Procurement Departmental Efficiency Savings	49
Estates Rationalisation Savings	96
Divisional Specifics (Corporate)	303
Reconfiguration of Surgical Bed Stock	240
Review of Vascular Services	168
Integration of Divisional Back Office Function	112
Increase in Private Patient & Robotic Surgery	204
Provision of Rehabilitation Services with Excising Commissioners	84
Divisional Workforce Productivity	72
HR Savings Associated to Changes to AFC	300
Reduction of Community Security Costs	12
Rates Rebates	95
Increase Income from MPCE	48
Associated Energy Savings from Non CHP Project	26
<b>Total</b>	<b>14,826</b>

## APPENDIX D – QUALITY DASHBOARD

### QUALITY IMPACT ASSESSMENT STATUS REPORT

**Report Summary**

**Report Date**

**15/02/2013**

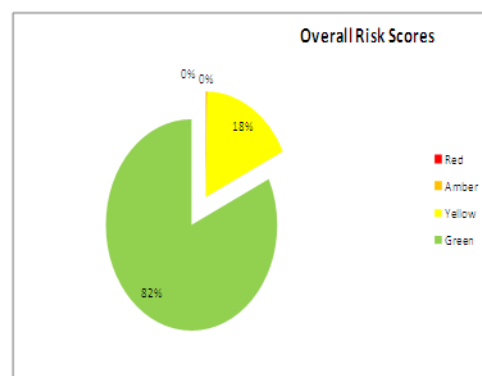
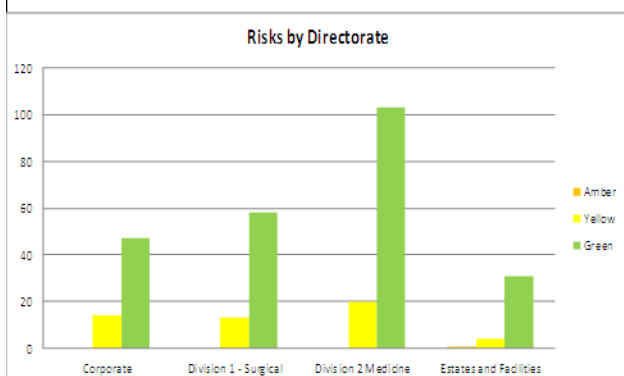
The Quality Impact Assessment report highlights the top high risk schemes rated amber as assessed by risk to quality. Each PID has been assessed for quality by using the Trust's Categorisation Matrix (October 2010) looking at likely impact on patient safety, clinical effectiveness and patient experience.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

Division	Status - Has QI A been completed			
	Red	Amber	Yellow	Green
Corporate	0	0	0	61
Division 1 - Surgical	0	0	0	71
Division 2 Medicine	0	0	0	123
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	103
Estates and Facilities	0	1	4	31
<b>Totals</b>	<b>0.00%</b>	<b>0.34%</b>	<b>17.53%</b>	<b>82.13%</b>

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



#### Top Scheme by Risk Score

Scheme Title	Project Lead	Actual Risk	Risk Rating and mitigation
Reducing Cleaning Services to Outpatient Areas	Sandra Roberts	Services will need to ensure that the reduced cleaning service does not have a detrimental effect on the outpatient environment and patient experience.	Monitor via the environmental technical and matron audits. Monitor any patient feedback either through PALs or formal complaints