







Trust Board Report

Meeting Date:	24 March 2014
Title:	Report of the Change Programme Group
Executive Summary:	<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>
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 Group
Appendices/ References/ Background Reading	<p>Appendix A – Financial Phasing</p> <p>Appendix B – Monthly Performance Summary</p> <p>Appendix C – 2013/14 Quality Impact Summary</p> <p>Appendix D – 2014/15 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 INTRODUCTION

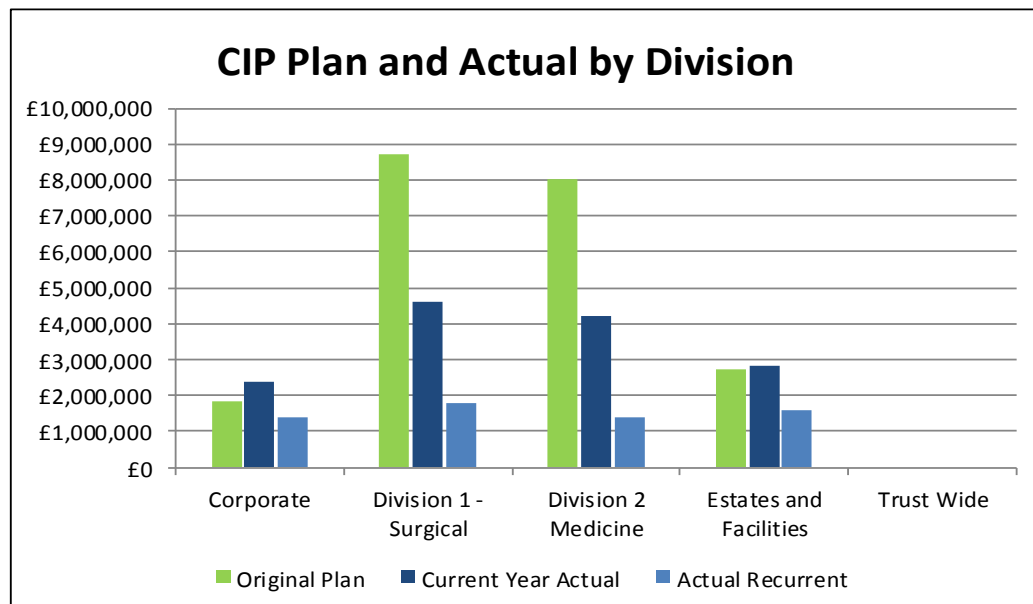
This report details the month 11 position for the Trust's cost improvement plan for 2013/14. The CIP target is £21.28m, the level of achievement and the recurrent position is detailed below.

1.1 2013/14 MONTH 11

As at month 11 a total of £14m (£1.7m in month) has been removed from budgets against the 2013/14 target of £21.28m, this represents 66% of the annual amount. The target performance was for 92% of the annual plan to have been achieved to date. The Trust has achieved the month 11 plan of £1.7m but has underperformed year to date by £5.6m.

	Original Plan	Revised Plan	Year To Date Target	Current Year Actual	YTD Variance	Actual Recurrent
Corporate	£1,818,161	£1,773,818	£1,723,157	£2,358,417	£635,260	£1,394,237
Division 1 - Surgical	£8,717,100	£8,549,920	£7,883,331	£4,598,665	(£3,284,666)	£1,805,574
Division 2 Medicine	£8,022,095	£7,867,303	£7,131,316	£4,210,482	(£2,920,834)	£1,405,668
Estates and Facilities	£2,725,938	£2,692,252	£2,548,976	£2,824,670	£275,694	£1,568,329
Trust Wide	£0	£400,000	£333,105	£0	(£333,105)	£0
	£21,283,294	£21,283,294	£19,619,885	£13,992,234	(£5,627,651)	£6,173,808

1.2 The recurrent element of the year to date achieved is £6.2m, this results in a shortfall of £13.4m against the year to date targets. The recurrent amount achieved against the annual target is 28.9%. The low level of recurrent achievement of CIP is a major issue as this will give increased requirements and pressure in 2014/15.



1.3 2013/14 Monthly Detail

Appendix A details the monthly targets and performance by Division. This shows that in month 101% of the monthly target has been achieved.

The monthly phasing of the plan is also detailed in Appendix A.

1.4

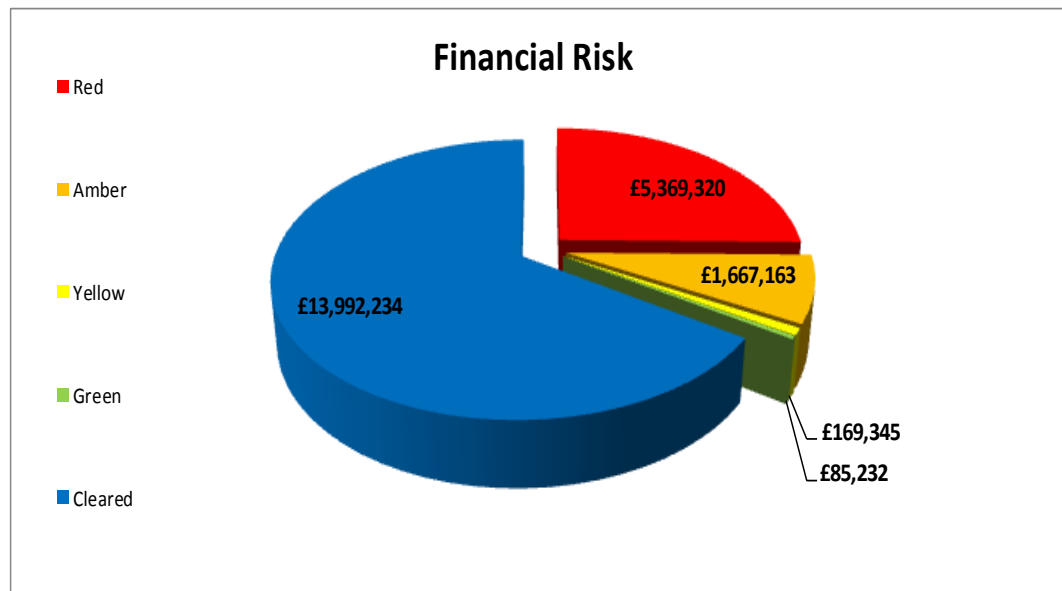
Financial Risk

The total of schemes identified by directorates as red risk in 2013/14 is £5.4m (25% of the total), compared to the month 10 figure of £7m. Amber risk schemes, at risk of not achieving, total £1.7m, 1.6% of the total, this is an increase from month 10 (month 10 total £0.35m). The recurrent level of red and amber risk remains a major cause for concern, totalling £13.1m.

The following tables summarise the financial risk position:

2013/14

Financial Risk Summary	Red	Amber	Yellow	Green	Cleared	Total
Corporate	(£640,408)	£45,809	£5,000	£5,000	£2,358,417	£1,773,818
Division 1 - Surgical	£3,068,274	£765,148	£117,833	£0	£4,598,665	£8,549,920
Division 2 Medicine	£2,720,383	£856,206	£0	£80,232	£4,210,482	£7,867,303
Estates and Facilities	(£178,930)	£0	£46,512	£0	£2,824,670	£2,692,252
Trust Wide	£400,000	£0	£0	£0	£0	£400,000
Totals	£5,369,320	£1,667,163	£169,345	£85,232	£13,992,234	£21,283,294



As highlighted there is a recurrent shortfall of achieved CIP, the recurrent divisional risk position is as follows:-

Recurrent

Financial Risk Summary	Red	Amber	Yellow	Green	Cleared	Total
Corporate	£86,042	£62,581	£230,967	£0	£1,394,237	£1,773,827
Division 1 - Surgical	£3,775,550	£1,442,911	£1,525,886	£0	£1,805,574	£8,549,921
Division 2 Medicine	£6,116,031	£318,672	£0	£26,932	£1,405,668	£7,867,303
Estates and Facilities	£943,519	-£20	£180,423	£0	£1,568,329	£2,692,251
Trust Wide	£400,000	£0	£0	£0	£0	£400,000
Totals	£11,321,142	£1,824,144	£1,937,276	£26,932	£6,173,808	£21,283,302

2	Month 11 Performance												
2.1	<p>The cumulative position as at the end of February shows an under-achievement of £5,628,488 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>£1,658,625</td> <td>% of Plan Achieved (Month)</td> <td>101%</td> </tr> <tr> <td>Totals Actual</td> <td>£1,673,989</td> <td>% Annual Target Achieved</td> <td>66%</td> </tr> <tr> <td>Totals Variance</td> <td>£15,364</td> <td></td> <td></td> </tr> </table>	Totals Plan	£1,658,625	% of Plan Achieved (Month)	101%	Totals Actual	£1,673,989	% Annual Target Achieved	66%	Totals Variance	£15,364		
Totals Plan	£1,658,625	% of Plan Achieved (Month)	101%										
Totals Actual	£1,673,989	% Annual Target Achieved	66%										
Totals Variance	£15,364												
2.2	In total 27 schemes have contributed to savings in month 11, of which 1 has delivered in full and closed. This means that 69% of schemes have been delivered to date.												
2.3	A total of 97 schemes planned to deliver a CIP value in February; of these, 38 have delivered in full in previous months and 2 schemes have delivered the required amount or more in month 11. A detailed analysis of the in-month performance by division, and those schemes which are outstanding, for the month, can be found in Appendix B.												
2.4	During February, 1 new scheme, Pharmacy Gain Sharing, has been submitted to mitigate against the gap. In addition to this, 18 Directorates/Departments have taken non-recurrent underspends towards CIP to assist with achieving the in-year target. This has resulted in an small in month over performance.												
3	Recommendations												
3.1	The Change Programme Group (CPG) is requested to review, discuss and agree action plans in relation to the level of red and amber risk being reported.												
3.2	The issue of the level of non-recurrent clearance of CIP remains a significant risk for 2014/15.												
3.3	In summary, to date 66% of the annual target has been achieved but only 28.9% has been achieved recurrently.												
4	Further Actions												
4.1	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 Group meeting.												
4.2	A report on progress against the CIP Programme is now considered at the Finance and Performance Committee. This provides an additional opportunity for Trust Board members to discuss progress and relevant action plans.												

Appendix A - CIP Monthly Analysis

		Plan												
P/A/V	Directorate	April	May	June	July	August	September	October	November	December	January	February	March	Total
Plan	Corporate	816,943	197,997	43,108	148,107	71,856	71,857	70,659	75,657	75,656	75,657	75,657	50,657	1,773,815
Actual	Corporate	1,403,129	38,474	35,911	(118,094)	57,833	141,886	18,118	64,205	87,995	439,000	189,960	0	2,358,417
Variance	Corporate	586,186	(159,523)	(7,197)	(266,201)	(14,023)	70,029	(52,541)	(11,452)	12,339	363,343	114,303	168,843	804,102
Plan	Division 1 - Surgical	973,271	896,081	830,271	645,901	624,445	628,127	668,265	625,407	665,753	662,905	662,905	666,593	8,549,924
Actual	Division 1 - Surgical	806,121	236,796	178,022	1,058,484	280,805	66,919	199,460	40,410	172,723	1,202,357	356,568	0	4,598,665
Variance	Division 1 - Surgical	(167,150)	(659,285)	(652,249)	412,583	(343,640)	(561,208)	(468,805)	(584,997)	(493,867)	539,452	(306,337)	(511,593)	(3,797,096)
Plan	Division 2 Medicine	234,163	748,850	509,026	612,843	637,709	695,567	779,611	717,969	726,302	734,636	734,640	735,987	7,867,303
Actual	Division 2 Medicine	154,543	260,211	142,120	540,682	616,134	363,341	217,409	218,342	66,792	565,047	1,065,861	0	4,210,482
Variance	Division 2 Medicine	(79,620)	(488,639)	(366,906)	(72,161)	(21,575)	(332,226)	(562,202)	(499,627)	(659,510)	(169,589)	331,221	(465,987)	(3,386,821)
Plan	Estates and Facilities	729,528	668,724	118,526	174,526	118,526	118,526	146,525	118,525	118,524	118,523	118,523	143,276	2,692,252
Actual	Estates and Facilities	804,034	308,967	4,403	233,862	97,741	58,373	270,513	98,177	0	887,000	61,600	0	2,824,670
Variance	Estates and Facilities	74,506	(359,757)	(114,123)	59,336	(20,785)	(60,153)	123,988	(20,348)	(118,524)	768,477	(56,923)	300,224	575,918
Plan	Corporate - Other	0	260	(416)	(415)	(414)	(414)	38,902	94,901	66,900	66,901	66,900	66,895	400,000
Actual	Corporate - Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Variance	Corporate - Other	0	(260)	416	415	414	414	(38,902)	(94,901)	(66,900)	(66,901)	(66,900)	(66,895)	(400,000)
	Totals Plan	2,753,905	2,511,913	1,500,515	1,580,962	1,452,123	1,513,663	1,703,962	1,632,459	1,653,135	1,658,622	1,658,625	1,663,408	21,283,294
	Totals Actual	3,167,827	844,448	360,456	1,714,934	1,052,513	630,519	705,500	421,134	327,510	3,093,404	1,673,989	0	13,992,234
	Totals Variance	413,922	(1,667,465)	(1,140,059)	133,972	(399,610)	(883,144)	(998,462)	(1,211,325)	(1,326,462)	1,434,782	15,364	(575,408)	(6,203,896)

% of Plan(Month)	115%	34%	24%	108%	72%	42%	41%	26%	20%	187%	101%	0%
% of Plan(Cumulative)	115%	266%	207%	168%	143%	124%	107%	96%	86%	78%	71%	66%
% Annual Target Achieved	15%	19%	21%	29%	34%	37%	40%	42%	43%	66%	66%	66%
Monthly Plan as % of Target	13%	12%	7%	7%	7%	7%	8%	8%	8%	8%	8%	8%
Cumulative Plan as % of Target	13%	25%	32%	39%	46%	53%	61%	69%	77%	84%	92%	100%

Appendix B - Month 11 Schemes Not Delivered in Month

Division One - Schemes Not Delivered in Month

Title	Total in Year Value	Period Target	Period Shortfall	Comment
Staffing Project	£ 1,000,000	£ 90,909	£ 90,909	A total of £36,000 has been achieved year to date against this scheme. Further savings of £98,530 have been forecast to achieve by year end.
Incremental Activity Migration - Staffordshire	£ 456,000	£ 38,000	£ 38,000	Although an in month shortfall is reported against this scheme, year to date, savings of £497,736, exceeding the scheme value, have been achieved non-recurrently.
Pressure Care	£ 78,000	£ 9,750	£ 9,750	Scheme no longer deliverable in 2013/14 and has been put into the CIP plan for 2014/15,
VAT Reclaim opportunities	£ 200,000	£ 16,667	£ 16,667	Scheme no longer deliverable in 2013/14 and has been put into the CIP plan for 2014/15,
2013/14 Procurement Savings	£ 1,565,277	£ 130,437	£ 99,995	A shortfall is being forecast against Procurement savings.

A total of 11 schemes failed to meet plan in month although non-recurrent underspends were taken in month, the division had a shortfall of £306,337 in month.

Division Two - Schemes Not Delivered in Month

Title	Total in Year Value	Period Target	Period Shortfall	Comment
Staffing Project	£ 1,000,000	£ 90,909	£ 90,909	A total of £200,000 has been achieved year to date against this scheme. No further savings have been forecast to achieve by year end.
Introduction of Flexible Sigmoidoscopy Screening	£ 700,000	£ 77,778	£ 77,778	Activity has commenced and savings of £75,227 are expected by end year. The savings are dependant on activity during January 2014 - March 2014.
Incremental Activity Migration - Staffordshire	£ 540,000	£ 45,000	£ 45,000	Forecast over performance has not materialised, will continue to monitor.
Outsourcing Outpatient Pharmacy	£ 285,000	£ 40,714	£ 40,714	Tender has been awarded and will be in place from April 2014. No savings will be delivered during 2013/14.
2013/14 Procurement Savings	£ 479,832	£ 39,985	£ 32,273	£210,844 has been achieved year to date against Procurement Savings. It has been forecast that the full value will be achieved by year end.

Despite shortfalls on 40 schemes, the non-recurrent underspends taken towards CIP in month has produced an in month overachievement of £331,221.

Estates & Facilities - Schemes Not Delivered in Month

Title	Total in Year Value	Period Target	Period Shortfall	Comment
2013/14 Procurement Savings - Site Services	£ 177,330	£ 14,777	£ 14,777	A shortfall is being forecast against Procurement savings.
Post Review	£ 17,000	£ 1,416	£ 1,416	No opportunities have arisen to date to enable a review of post/s.
VAT Reclaim opportunities	£ 75,000	£ 6,250	£ 6,250	Scheme no longer deliverable in 2013/14 and has been put into the CIP plan for 2014/15,
Reduction in Security Service to community premises	£11,250.00	£3,750.00	£ 3,750	Scheme no longer deliverable in 2013/14 and has been put into the CIP plan for 2014/15,
Buoyancy Steam Traps	£ 12,252	£ 4,083	£ 4,083	Scheme no longer deliverable in 2013/14 and has been put into the CIP plan for 2014/15,
E- Attendance Management System	£ 30,000	£ 2,500	£ 2,500	Scheme no longer deliverable and closed.

A total of 7 schemes failed to meet plan in month although non-recurrent underspends were taken in month, the division had a shortfall of £56,923 in month.

Corporate - Schemes Not Delivered in Month

Title	Total in Year Value	Period Target	Period Shortfall	Comment
Advertising Revenue	£ 150,000	£ 18,750	£ 18,750	Contract has been awarded, savings are expected to be delivered next month.
Health Records Reorganisation/Noteless OPD	£ 200,000	£ 20,000	£ 11,882	A total of £42,296 has been achieved against this scheme. No further savings have been forecast to achieve by year end.
Salary Sacrifice	£ 100,000	£ 8,333	£ 8,333	Finance are in the process of validating the savings.
Clinical Coding and Data Quality	£ 59,191	£ 4,933	£ 4,933	A total of £31,500 has been achieved year to date. No further savings have been forecast to achieve by year end.

Despite shortfalls on 6 schemes, further savings against the NHSLA scheme and the non-recurrent underspends taken towards CIP in month has produced an in month overachievement of £114,303.

Appendix C - 2013/14 Quality Impact Summary

Corporate PIDs – Summary of yellow/amber/red PIDs 2013/14

Directorate/PID number	Clinician sign off	Project background	Saving	Quality Impact Assessment					PMO
				Patient Safety	Clinical Effectiveness	Patient Experience	Overall Risk Score	Mitigation	
Staffing project	Rose Baker/Zena Young/Heads of midwifery	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 unable to get staff	Each individual scheme for the £2M needs to have a separate PID and QIA. Consistency across all clinical divisions needs to be applied to ensure some staff are not disadvantaged. Individual schemes for £2M PID need to be coordinated Risks are that staff will refuse to work bank as opposed to overtime however in the absence of overtime being offered staff will quickly move to bank rather than not work any extra duties at all Risks in operating theatres higher because of mismatch of consultant PAs to nursing shifts
Staffing Project E Rostering	Charlotte Hall	E rostering to be used consistently across all nursing staff on in patient	This part of the above PID to be confirmed. Scoping of 2 wards	C3	E1	E1		Individual analysis of ward efficiency needs to be completed with enabling costs to carry out this work	Need to consider how much efficiency is available through the use of the e roster as a management tool. This needs dedicated support and additional

		wards reducing numbers of lost hours, improving efficiency of planned leave.	will be known by 21 May					and re teach push forward the benefits of E Rostering	training for ward sisters then accountability meetings to ensure appropriate rostering takes place. Combined with no overtime and a move to 100% bank usage will yield savings in discretionary spending
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	

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

Directorate/PID number	Clinician sign off	Project background	Saving	Quality Impact Assessment					PMO
				Patient Safety	Clinical Effectiveness	Patient Experience	Overall Risk Score	Mitigation	
Gynaecology 67	Damian Murphy	Close bay on Gynae ward at	£18,116	E3	E1	E3		Monitor KPIs. Skill mix review supports	Consider effect on safety to patients who are outlied to

		weekend						new staffing model.	gynae in the absence of staff available
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		No negative impact anticipated. Income stream identified however the reduction in 8.4 WTE nursing posts needs to be realised on the base wards	To agree if and where removal of 8.4 WTE Nursing Posts to be removed from, not clear in PID

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

Directorate/PID number	Clinician sign off	Project background	Saving	Quality Impact Assessment					PMO
				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 pts, consider travel and ability to attend alternative venues	Part of a city wide review of therapy services provided in the community
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		SOP for CDU.	2 WTE nursing posts encompassed in the savings = £64000 needs to be clarified where these will be removed from

Appendix D - 2014/15 PIDS Quality Impact Summary

Top Rated Risks for 2014/15 CIP Programme				
Scheme Title	Description	Overall QIA Score	Value	Mitigation included by PID owner
Division One & Two				
Consultant Job Planning	Opportunity of reducing average SPAs to 2 per consultant. The Trust's current job planning process is documented but implementation of the process is not optimal. It should be done annually. Additionally, individual job plans need to be checked regularly to ensure they reflect what is being done in practice and aggregate job plans need to match Trust demand.	C3	£ 300,000	An effective management of change process around job planning is required to make it simple and transparent and auditable.
Division Two				
Review of productive community services	Focus on elimination of non-essential activities, review skill mix and use of clinical/nurse time for data entry.	C3	£ 333,836	Prioritisation of caseload, skill mix subject to turnover of staff skills and leadership, transfer of care scheme subject to investment, monitoring of complaints and reviewing incidents and activity performance. NOTE: In view of nursing business case caution raised around release of cash to CIP.
Reduction in the Treatment Wastage	For sometime the wastage of treatments for patients across the directorate has been in excess of 70k for just 9 months of the year. The issues vary from wrong dose being dispensed to patients being too poorly to receive treatment. Naturally some of the wastage will be unavoidable but certainly a percentage should be avoidable.	C3	£ 23,000	Closer management of patient's toxicities by nursing team as well as clinical team
Reducing LoS on A21	Improving turnaround times for TTOs on A21 . Reduction in average LOS by 0.5hr per A21 inpatient will offer a reduction in OBD and create capacity for elective and non elective admissions.	C3	£ 35,216	Nil returned: Not signed by clinician
Length of Stay (non elective)	Opportunity to review 2 wards. HED benchmarking analysis indicates that the Trust is performing below the Upper Quartile and Best in Class for average LoS when compared to other similar Trusts. The Trust has several LoS initiatives in place across various departments. This has to be scaled up to all specialities and wards in order to achieve significant savings. There are also other enabling projects in regards to patient productivity programme that contribute to reducing LoS	C4	£ 982,842	PID linked to range of patient productivity schemes and therefore made of several different PIDs.. Individual PIDs have QIAs and mitigation
Estates & Facilities				
Reduction in Overtime Costs	Reduction of hours only to cover shifts and on call duties. Utilisation of flexible working and practices and contract services to mitigate out of hours requirements.	C3	£ 29,165	Downgraded to C2 Yellow. No mitigation
Reduction in Shift Cover	Up skilling of existing shift cover to incorporate a multi-skilled maintenance approach and rebalancing of on call arrangements to reflect the service required.	C4	£ 33,330	Downgraded to C2 Yellow. No mitigation
Increase on Public Car Parking Tariffs	A circa 5% increase in Public Car Parking Tariffs to deliver a net (after VAT) increase in income.	A3	£ 50,000	Early publicity. Engage PPE Forum and other groups
Corporate				
Medical Illustration	CIP income from contractor services and cost efficiencies from within existing	B3	£ 20,000	No mitigation
Additional Schemes				
Non Recurrent Savings	Various non-recurrent schemes	C3	£5,000,000	