







Trust Board Report

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| Meeting Date: | 28 January 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 9.</p> <p>It provides an overall financial position, the view of the progress for schemes during December 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> |
| Action Requested: | To note: current progress |
| Report of: | Director of Planning and Contracting |
| Author: Contact Details: | Head of Performance & Compliance Tel: 01902 694366 Email: simon.evans8@nhs.net |
| 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References/ Background Reading | Appendix A – Financial Phasing Appendix B – High Value Schemes Appendix C – Withdrawn Schemes Appendix D – Quality Dashboard |
| 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

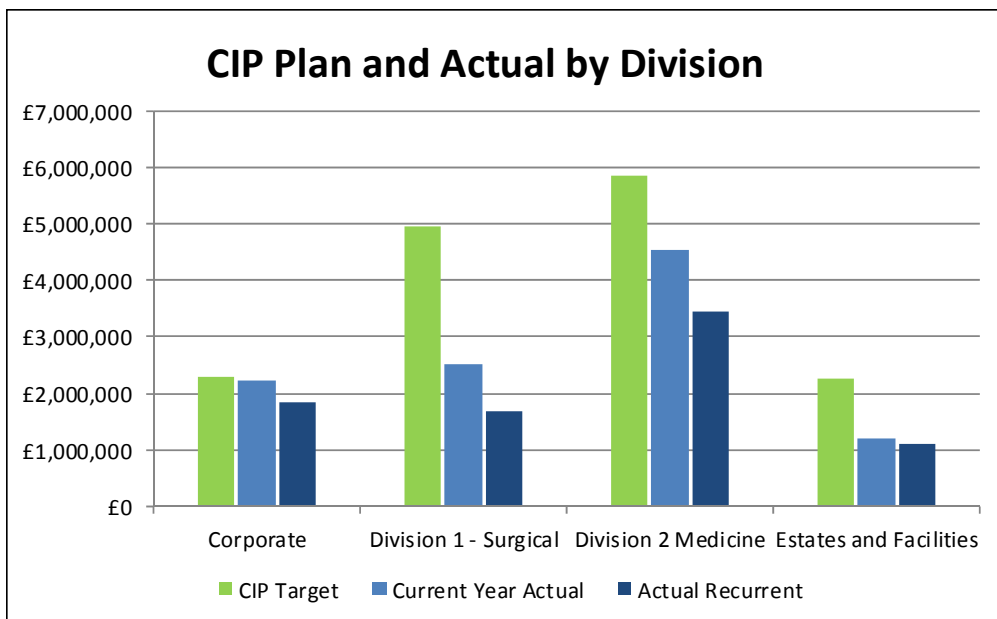
1 Finance Update

1.1 2012/13 MONTH 9

As at month 9 a total of £10,487k has been removed from budgets against the annual 2012/13 target of £15,325k, this represents 68% of the total against the originally agreed target of 85%. The Trust has overachieved against the December plan but remains under achieved year to date by £2,537k. There has only been a marginal improvement on the November position which was a cumulative under achievement of £2,587k. 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 | £1,882,593 | £2,239,135 | (£356,543) | £1,823,969 |
| Division 1 - Surgical | £4,961,185 | £4,284,734 | £2,520,630 | £1,764,104 | £1,683,911 |
| Division 2 Medicine | £5,837,865 | £4,936,884 | £4,536,766 | £400,118 | £3,431,906 |
| Estates and Facilities | £2,252,020 | £1,920,105 | £1,190,817 | £729,288 | £1,088,498 |
| | £15,325,000 | £13,024,315 | £10,487,348 | £2,536,967 | £8,028,284 |

1.2 The recurrent gap is £2.45m, an increase of £0.35m in the month. This is due to red risk and slippage schemes being replaced by non recurrent mitigation plans. A review of schemes has highlighted a forecast recurrent shortfall of £5.9m. Further work is being undertaken to examine the recurrent shortfall.



1.3 2012/13 Monthly Detail

Appendix A details the monthly targets and performance by Division. This shows that the month 9 plan has been over achieved by £50k.

| | The cumulative achievement is 81% of the agreed target for the first 9 months, £10.4m against a target of £13m. To date, Corporate departments are ahead of target but Divisions 1 and 2 and Estates & Facilities are under achieving. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|--|----------------------------|----------|----------------------------|------------------|---------------|----------|--------------------------------------|--------|-----------------|------------------------|---------------|--|---------------------|--|--|-------------------------------------|--------|--------|-----------------------------------|--------|--------|---------------------|--------|--------|-------------------------------|-------|--------|---|-------|--------|---------------------------------|-------|--------|---|-------|--------|----------------------------------|-------|--------|---|--------|--------|---------------------------------------|--------|--------|---------------------------|--------|--------|---------------------|-------|--------|------------------------------------|-------|--------|
| 2 | <u>Performance</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2.1 | The cumulative position as at the end of December shows an underachievement of £2.537k for the Trust as a whole. Within this, the financial position for month 9 is as follows: <table border="1" data-bbox="370 584 1303 719"> <tr> <td>Totals Plan</td> <td>£641,126</td> <td>% of Plan Achieved (Month)</td> <td>108%</td> </tr> <tr> <td>Totals Actual</td> <td>£691,467</td> <td>% Annual Target Achieved</td> <td>68%</td> </tr> <tr> <td>Totals Variance</td> <td>(£50,341)</td> <td></td> <td></td> </tr> </table> | Totals Plan | £641,126 | % of Plan Achieved (Month) | 108% | Totals Actual | £691,467 | % Annual Target Achieved | 68% | Totals Variance | (£50,341) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Totals Plan | £641,126 | % of Plan Achieved (Month) | 108% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Totals Actual | £691,467 | % Annual Target Achieved | 68% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Totals Variance | (£50,341) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2.2 | In total 31 schemes have contributed to savings in month 9, of which 22 have delivered in full and closed. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2.3 | This now means that 64% of schemes have been delivered year to date with 101 schemes outstanding. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2.4 | In December 19 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 19 replacement schemes all of them have delivered in full and closed. Details of the replacement schemes can be found in the table below. <table border="1" data-bbox="328 1301 1276 2065"> <thead> <tr> <th>Replacements</th> <th>£</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Corporate</td> <td></td> <td></td> </tr> <tr> <td>Procurement Department – Pay Savings</td> <td>14,500</td> <td>Closed</td> </tr> <tr> <td>Corporate TOTAL</td> <td>14,500</td> <td></td> </tr> <tr> <td>Division Two</td> <td></td> <td></td> </tr> <tr> <td>Neurophysiology Band 7 Tech Vacancy</td> <td>16,425</td> <td>Closed</td> </tr> <tr> <td>Neurophysiology Registrar Vacancy</td> <td>35,000</td> <td>Closed</td> </tr> <tr> <td>CNRT Band 5 Vacancy</td> <td>12,000</td> <td>Closed</td> </tr> <tr> <td>COE Blood Products Underspend</td> <td>6,000</td> <td>Closed</td> </tr> <tr> <td>Neonatal Hearing Service Nursing Recharge</td> <td>3,320</td> <td>Closed</td> </tr> <tr> <td>Child Health Records A&C Band 2</td> <td>3,500</td> <td>Closed</td> </tr> <tr> <td>Children’s Nursing Admin Support Budget</td> <td>3,394</td> <td>Closed</td> </tr> <tr> <td>Paediatric Health Records Band 2</td> <td>7,200</td> <td>Closed</td> </tr> <tr> <td>Band 3&4 Health Visiting Support Worker/Nursery Nurse</td> <td>40,500</td> <td>Closed</td> </tr> <tr> <td>Band 5 Health Visiting Student Budget</td> <td>14,000</td> <td>Closed</td> </tr> <tr> <td>Band 6 Children’s Nursing</td> <td>12,467</td> <td>Closed</td> </tr> <tr> <td>Mobile Phone Budget</td> <td>1,600</td> <td>Closed</td> </tr> <tr> <td>Paediatric Secretary Band 2 Budget</td> <td>4,000</td> <td>Closed</td> </tr> </tbody> </table> | Replacements | £ | Status | Corporate | | | Procurement Department – Pay Savings | 14,500 | Closed | Corporate TOTAL | 14,500 | | Division Two | | | Neurophysiology Band 7 Tech Vacancy | 16,425 | Closed | Neurophysiology Registrar Vacancy | 35,000 | Closed | CNRT Band 5 Vacancy | 12,000 | Closed | COE Blood Products Underspend | 6,000 | Closed | Neonatal Hearing Service Nursing Recharge | 3,320 | Closed | Child Health Records A&C Band 2 | 3,500 | Closed | Children’s Nursing Admin Support Budget | 3,394 | Closed | Paediatric Health Records Band 2 | 7,200 | Closed | Band 3&4 Health Visiting Support Worker/Nursery Nurse | 40,500 | Closed | Band 5 Health Visiting Student Budget | 14,000 | Closed | Band 6 Children’s Nursing | 12,467 | Closed | Mobile Phone Budget | 1,600 | Closed | Paediatric Secretary Band 2 Budget | 4,000 | Closed |
| Replacements | £ | Status | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Corporate | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Procurement Department – Pay Savings | 14,500 | Closed | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Corporate TOTAL | 14,500 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Division Two | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Neurophysiology Band 7 Tech Vacancy | 16,425 | Closed | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Neurophysiology Registrar Vacancy | 35,000 | Closed | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| CNRT Band 5 Vacancy | 12,000 | Closed | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| COE Blood Products Underspend | 6,000 | Closed | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Neonatal Hearing Service Nursing Recharge | 3,320 | Closed | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Child Health Records A&C Band 2 | 3,500 | Closed | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Children’s Nursing Admin Support Budget | 3,394 | Closed | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Paediatric Health Records Band 2 | 7,200 | Closed | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Band 3&4 Health Visiting Support Worker/Nursery Nurse | 40,500 | Closed | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Band 5 Health Visiting Student Budget | 14,000 | Closed | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Band 6 Children’s Nursing | 12,467 | Closed | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Mobile Phone Budget | 1,600 | Closed | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Paediatric Secretary Band 2 Budget | 4,000 | Closed | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| | | |
|--|----------------|--------|
| Photocopying Budget | 6,500 | Closed |
| Neonatal Hearing Services Other Disposables | 1,637 | Closed |
| CRB Budget | 2,042 | Closed |
| Diabetes Clinic Nurse Enhancements | 1,649 | Closed |
| Gastro Specialist Nursing Band 6 Enhancements | 522 | Closed |
| Division Two TOTAL | 171,756 | |
| Division Two RECURRENT TOTAL | £2,171 | |

2.5 High Value Schemes - Month 9 Overview

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 9.

2.6 The summary position is that there is a shortfall of £307,271 for the month of December.

2.7 The cumulative position shows that the £4,580k representing over 39% of the total value of the schemes has been achieved to date, this is £5,121k behind plan at this stage.

3. 2013/2014 CIP

3.1 Following last month's review of the CIP Programme and the request for additional schemes, some schemes have been received by the PMO. However, this does not fully meet the required financial position for 2013/14.

3.2 Further meetings have now been held between Operational and Clinical leads for the Divisions to discuss the next steps. A CIP plan is now being developed to bridge the outstanding gap, this involves a number of elements, some of the key areas include:

- Review of all operational budgets to define an appropriate CIP allocation
- Review of temporary staffing spend (by payment code) to establish potential savings
- Review of all additional income schemes to ensure CIP is apportioned

3.3 Following the completion of these activities a more detailed CIP plan will be presented to the Trust Board in February 2013.

4. Withdrawn Schemes

4.1 As requested at the last Trust Board meeting details of all the schemes

| | |
|------------|---|
| | <p>withdrawn without delivering any savings is attached as Appendix C. A brief narrative is also provided which details whether the scheme has been part or fully mitigated.</p> |
| 5 | <p><u>Quality Update</u></p> |
| 5.1 | <p>Nineteen new PIDs were received in month all have been quality impact assessed and have a green RAG rating.</p> |
| 5.2 | <p>81.6% of PIDs are rag rated green; 17% yellow and 0.69% (2) amber as shown in Appendix D.</p> |
| 5.3 | <p>There are two amber rated PIDs that remain and in looking at mitigation so far there are no issues raised about environmental issues or DNA rate however, it is proposed to maintain these as amber pending two months review of mitigation.</p> |
| 6 | <p><u>Remedial Actions</u></p> |
| 6.1 | <p>Each division has produced recovery action plans identifying how this control total will be delivered. Progress on the recovery action plans are presented monthly to the Change Programme Board meetings.</p> |

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 | 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 | 0 | 0 | 0 | 2,239,135 |
| Variance | Corporate | (72,460) | (76,250) | 20,512 | 11,099 | (342,309) | 68,287 | 61,138 | 3,231 | (29,790) | 79,481 | 79,480 | 232,377 | 34,795 |
| 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 | 0 | 0 | 0 | 2,520,630 |
| Variance | Division 1 - Surgical | 167,454 | 200,978 | 59,091 | 373,359 | 777,529 | 186,906 | 312,330 | (380,139) | 66,596 | 268,885 | 184,684 | 222,883 | 2,440,555 |
| 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 | 0 | 0 | 0 | 4,536,766 |
| Variance | Division 2 Medicine | 110,886 | (313,691) | 364,023 | (2,586) | 421,965 | 302,771 | 80,908 | (450,488) | (113,669) | 319,392 | 319,391 | 262,199 | 1,301,100 |
| 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 | 0 | 0 | 0 | 1,190,817 |
| Variance | Estates and Facilities | (107,512) | (20,122) | 53,288 | 33,778 | (119,435) | 1,342,638 | (268,013) | (211,856) | 26,523 | 48,972 | 48,972 | 233,972 | 1,061,203 |
| | 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 | 0 | 0 | 0 | 10,487,348 |
| | Totals Variance | 98,368 | (209,086) | 496,914 | 415,650 | 737,750 | 1,900,601 | 186,362 | (1,039,253) | (50,341) | 716,729 | 632,526 | 951,430 | 4,837,653 |
| | % of Plan(Month) | 97% | 135% | 57% | 71% | 53% | 19% | 86% | 234% | 108% | 0% | 0% | 0% | |
| | % of Plan(Cumulative) | 97% | 103% | 92% | 87% | 80% | 66% | 69% | 79% | 81% | 76% | 73% | 68% | |
| | % Annual Target Achieved | 20% | 25% | 29% | 36% | 41% | 44% | 52% | 64% | 68% | 68% | 68% | 68% | |
| | 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 | 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% | 0 | 100,000 | 0 | 300,000 |
| 6 | Back pay from correction of an error in PFI Agreement - Radiology | 200,000 | 0 | 0 | 200,000 | 100,000 | 50.00% | 0 | 100,000 | 0 | 100,000 |
| 18 | Cardiothoracic ITU beds occupancy | 18,257 | 0 | 0 | 18,257 | 0 | 0.00% | 18,257 | 0 | 0 | 0 |
| 19 | Changes to consumables contracts - Theatres | 150,000 | 0 | 0 | 112,500 | 0 | 0.00% | 0 | 150,000 | 0 | 0 |
| 23 | Pathology - Workforce Savings | 262,862 | 0 | 0 | 262,862 | 262,914 | 100.02% | 0 | -52 | 0 | 262,914 |
| 91 | West Park reconfiguration of beds | 361,338 | 21,093 | 5,423 | 298,055 | 265,169 | 73.39% | 0 | 96,169 | 0 | 265,169 |
| 95 | Increased income through revised SLAs - Haematology | 87,600 | 0 | 0 | 87,600 | 0 | 0.00% | 0 | 87,600 | 0 | 0 |
| 100 | Non recruitment to current vacancies - Haematology | 121,870 | 0 | 0 | 121,870 | 85,729 | 70.34% | 0 | 36,141 | 0 | 85,729 |
| 108 | Income from medicines savings - Patient Access Schemes and Vial Sharing of Trastuz | 139,000 | 0 | 146,608 | 139,000 | 285,608 | 205.47% | 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 | 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% | 0 | -2,093 | 0 | 120,249 |
| 125 | Removal of vacancies /Review of structure - Therapy Services | 248,386 | 10,597 | 0 | 216,591 | 120,866 | 48.66% | 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% | 0 | 0 | 0 | 165,400 |
| 212 | Health Records Reorganisation / Noteless OPD | 182,500 | 20,000 | 8,312 | 110,500 | 79,740 | 43.69% | 80,541 | 22,219 | 0 | 79,740 |
| 213 | IT Services Consolidation | 430,000 | 34,444 | 11,000 | 326,664 | 369,606 | 85.95% | 0 | 60,394 | 0 | 369,606 |
| 240 | Adult community services CIP | 697,710 | 32,595 | 0 | 637,710 | 571,321 | 81.89% | 0 | 126,389 | 0 | 571,321 |
| 241 | TCS Phase 2 - Management Re-structure | 1,000,000 | 57,035 | 2,492 | 828,895 | 299,131 | 29.91% | 0 | 700,869 | 0 | 299,131 |
| 247 | Div1 Patient Productivity Programme - LOS efficiency | 750,000 | 62,500 | 0 | 562,500 | 0 | 0.00% | 0 | 750,000 | 0 | 0 |
| 248 | Div2 Patient Productivity Programme - LOS efficiency | 750,000 | 62,500 | 0 | 562,500 | 0 | 0.00% | 0 | 750,000 | 0 | 0 |
| 249 | Div2 - Implement e-rostering across nursing. | 138,000 | 15,300 | 0 | 92,000 | 0 | 0.00% | 0 | 138,000 | 0 | 0 |
| 251 | Additional income and activity from the provision of community dermatology services | 250,000 | 25,000 | 0 | 175,000 | 0 | 0.00% | 103,056 | 146,944 | 0 | 0 |
| 252 | Div1 - Sickness absence project | 560,322 | 38,387 | 0 | 445,161 | 0 | 0.00% | 0 | 560,322 | 0 | 0 |
| 253 | Div1 - Reduction in Locum Agency Spend (SpR/StR/SHO/FY1 Only) | 107,193 | 8,933 | 0 | 80,394 | 0 | 0.00% | 0 | 107,193 | 0 | 0 |
| 258 | Procurement 12/13 Savings Delivery | 1,347,027 | 112,247 | 155,490 | 1,010,298 | 989,384 | 73.45% | 0 | 357,642 | 0 | 989,384 |
| 264 | Div2 - Reduction in Locum Agency Spend (SpR/StR/SHO/FY1 Only) | 136,428 | 11,369 | 0 | 102,321 | 24,300 | 17.81% | 0 | 112,128 | 0 | 24,300 |
| 265 | Div2 - Sickness absence project | 681,443 | 43,574 | 0 | 550,722 | 0 | 0.00% | 0 | 681,443 | 0 | 0 |
| 266 | Div1 - Implement e-rostering across nursing | 112,000 | 12,400 | 0 | 74,600 | 0 | 0.00% | 0 | 112,000 | 0 | 0 |
| 301 | On Site Car parking – Increased Income | 1,450,000 | 16,538 | 3,590 | 1,400,386 | 411,885 | 28.41% | 538,779 | 499,336 | 0 | 411,885 |
| 250 | Profile of Working Hours (cumulative impact of schemes) | 300,000 | 24,998 | - | 225,009 | 43,165 | 14.39% | 50,000 | 206,835 | 0 | 43,165 |
| 302 | Temporary Staffing Project - Estates | 158,793 | 13,233 | - | 119,095 | 0 | 0.00% | 158,793 | 0 | 0 | 0 |
| 303 | Temporary Staffing Project - Corporate | 99,442 | 8,287 | - | 74,582 | 21,771 | 21.89% | 55,633 | 22,038 | 0 | 21,771 |
| 259 | Proactive Gateway Management (cumulative impact of schemes) | 110,000 | 9,156 | - | 82,532 | 2,772 | 2.52% | 20,900 | 86,328 | 0 | 2,772 |
| | Total for high value schemes | £ 11,633,727 | £ 640,186 | £ 332,915 | £ 9,701,159 | £ 4,580,029 | 39.37% | £ 1,025,959 | £ 6,027,738 | £ - | £ 4,580,029 |
| | Other Schemes Risk Rating by Category | | | | | | | £ 611,019 | -£ 2,965,171 | £ 138,107 | £ 5,907,319 |
| | Grand Total by Risk Category | | | | | | | £ 1,636,978 | £ 3,062,567 | £ 138,107 | £ 10,487,348 |

APPENDIX C – Withdrawn Schemes

| Appendix C - Withdrawn Schemes | | | | | | | High Value Schemes |
|--|------------------------|---|--------------------------|-----------------|-----------------|---------------------|------------------------------------|
| Scheme | Division | Scheme Name | Expected In Year Benefit | Actual Achieved | Total Mitigated | Outstanding Balance | Comments |
| 1 | Division 1 - Surgical | Change of Cement Supplier | 28,600 | 0 | 28,600 | 0 | Mitigated in full. |
| 7 | Division 1 - Surgical | Procurement Savings Newtons | 59,233 | 0 | 49,919 | 9,314 | Part mitigated, balance remaining. |
| 8 | Division 1 - Surgical | Post natal discharge lounge | 20,000 | 0 | 0 | 20,000 | Withdrawn, no mitigation plans. |
| 18 | Division 1 - Surgical | Cardiothoracic ITU beds occupancy | 140,250 | 0 | 121,993 | 18,257 | Part mitigated, balance remaining. |
| 38 | Division 1 - Surgical | Cardiac Assessment Team – Cardiothoracic services | 91,798 | 0 | 21,791 | 70,007 | Part mitigated, balance remaining. |
| 67 | Division 2 Medicine | Retirement of Band 6 community nurse | 5,000 | 0 | 5,000 | 0 | Mitigated in full. |
| 68 | Division 2 Medicine | Introduction of HALO Service in Endoscopy | 25,000 | 0 | 25,000 | 0 | Mitigated in full. |
| 69 | Division 2 Medicine | Savings to be made on Non Pay budget. | 5,500 | 0 | 5,000 | 500 | Mitigated in full. |
| 76 | Division 2 Medicine | An integrated Enuresis Service for Children | 35,000 | 0 | 35,000 | 0 | Mitigated in full. |
| 78 | Division 2 Medicine | CCNS Non Pay savings - Mufti Allowance | 2,635 | 0 | 2,285 | 350 | Part mitigated, balance remaining. |
| 80 | Division 2 Medicine | School Nursing reconfiguration and review of skill mix. | 30,600 | 0 | 19,230 | 11,370 | Part mitigated, balance remaining. |
| 81 | Division 2 Medicine | Directorate Nurse Management Structure | 50,000 | 0 | 50,000 | 0 | Mitigated in full. |
| 82 | Division 2 Medicine | Connecting for Health Project Lorenzo- Final Health IT Solution | 12,500 | 0 | 12,500 | 0 | Mitigated in full. |
| 83 | Division 2 Medicine | Review of caretaking post at The Gem Centre | 8,000 | 0 | 8,000 | 0 | Mitigated in full. |
| 86 | Division 2 Medicine | Infliximab vial optimisation | 48,000 | 0 | 16,299 | 31,701 | Part mitigated, balance remaining. |
| 87 | Division 2 Medicine | Realignment of Substantive Neurology Consultant job plan to reduce x 2 | 18,541 | 0 | 18,541 | 0 | Mitigated in full. |
| 95 | Division 2 Medicine | Increased income through revised SLAs | 87,600 | 0 | 87,600 | 0 | Mitigated in full. |
| 97 | Division 2 Medicine | Reduction in on call payments | 14,554 | 0 | 14,554 | 0 | Mitigated in full. |
| 98 | Division 2 Medicine | MMC Business Case Efficiencies | 12,000 | 0 | 12,000 | 0 | Mitigated in full. |
| 105 | Division 2 Medicine | Reduction of 2 Programmed Activities across the Directorate following j | 22,000 | 0 | 5,412 | 16,588 | Part mitigated, balance remaining. |
| 110 | Division 2 Medicine | Income aligned to Spirometry Tests and provision of courses | 35,000 | 0 | 19,673 | 15,327 | Part mitigated, balance remaining. |
| 111 | Division 2 Medicine | Claim for Adoption and Fostering Fees for Court and Panel Attendances | 9,000 | 0 | 9,000 | 0 | Mitigated in full. |
| 114 | Division 2 Medicine | Community Consultants New Cross Sessions activity budget | 50,000 | 0 | 50,000 | 0 | Mitigated in full. |
| 126 | Division 2 Medicine | Relocation and redesign of hospital admission service (bed bureau) | 25,000 | 0 | 22,930 | 2,070 | Part mitigated, balance remaining. |
| 247 | Division 1 - Surgical | D1 Patient Productivity Programme | 750,000 | 0 | 46,075 | 703,925 | Part mitigated, balance remaining. |
| 248 | Division 2 Medicine | D2 Patient Productivity Programme | 750,000 | 0 | 29,591 | 720,409 | Part mitigated, balance remaining. |
| 251 | Division 2 Medicine | Additional income and activity from the provision of community dermat | 250,000 | 0 | 52,000 | 198,000 | Part mitigated, balance remaining. |
| 304 | Estates and Facilities | Voltage Optimisation McHale & Maternity Blocks | 21,564 | 0 | 16,880 | 4,684 | Part mitigated, balance remaining. |
| 314 | Estates and Facilities | Hotel Service - Paper Hand Towels | 45,000 | 0 | 24,781 | 20,219 | Part mitigated, balance remaining. |
| 315 | Estates and Facilities | Hotel Service - Bags & Cleaning Cloths | 28,000 | 0 | 26,500 | 1,500 | Part mitigated, balance remaining. |
| | Trustwide | E-Rostering | 250,000 | 0 | 150,399 | 99,601 | Part mitigated, balance remaining. |
| A TOTAL OF 31 SCHEMES HAVE BEEN MITIGATED IN PART OR FULL | | | 2,930,375 | | 986,553 | 1,943,822 | |

APPENDIX D – QUALITY DASHBOARD

QUALITY IMPACT ASSESSMENT STATUS REPORT

Report Summary

Report Date

18/01/2013

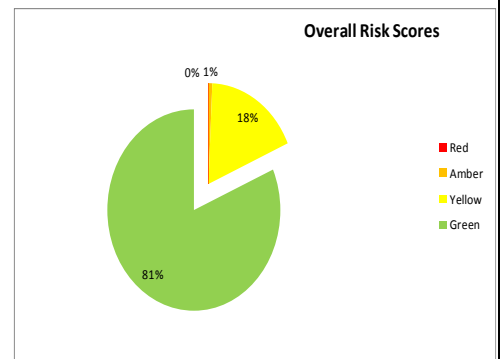
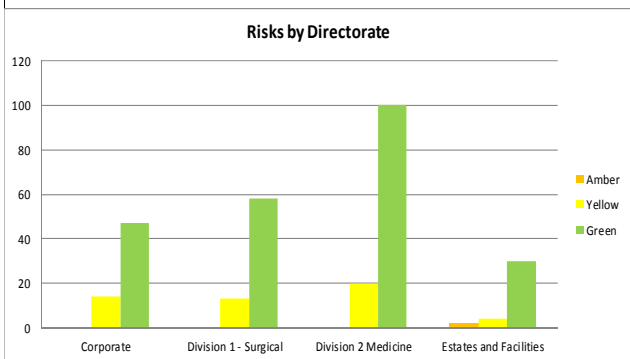
The Quality Impact Assessment report highlights the top high risk schemes rated amber as assessed by risk to quality. Each PID has been assessed for quality by using the Trust's Categorisation Matrix (October 2010) looking at likely impact on patient safety, clinical effectiveness and patient experience. 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 | 120 |
| 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 | 100 |
| Estates and Facilities | 0 | 2 | 4 | 30 |
| Totals | 0.00% | 0.69% | 17.71% | 81.60% |

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



Top 2 Schemes 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 |
| Less Frequent Postal Collections | Sandra Roberts | Appointments will need to be managed in a timely way to reduce any impact on patients and any potential increase in DNA's. | Monitor appointments and DNA Rate. |