## Executive Summary

The following table summarises the losses and special payments during 2014/15 that require Trust Board approval:

- NHSLA Public Liability settlements (£3K maximum per case) £3,000
- NHSLA Employer Liability Settlements (£10K maximum per case) £121,338
- Settlement in lieu of employment tribunal claim £54,304
- Payment in lieu of complaints £4,081
- Contribution for patients loss of items/cash £17,967
- Bad debt write-offs - Private Patients £1,807
- Bad debts - Overseas patients (overseas patients are always set up as potential bad debts) £22,882
- Bad debts - Other £7,920
- Increase in general bad debt provision £9,803
- Claims withdrawn from the Compensation Recovery Unit £406,937
- Increase in bad debt provision (CRU Bad Debt provision at 18.9% previously 15.8% to October 2014) £7,778
- Pharmacy expired stock £77,393
- Total £735,210

## Strategic Priorities

- Quality and Safety
- Healthcare Standards
- People and Innovation
- Community and Partnership
- Financial Strength

## Operational Objectives

- If we do not deliver **safe care** then patients may suffer avoidable harm and poor clinical outcomes and experience
- If we do not implement our **falls** prevention strategy then patients may suffer serious injury
- Risk to **sustainability** of clinical services due to potential shortages of key clinical staff
- If we do not achieve safe and efficient **patient flow** and improve our processes and capacity and demand planning then we will fail the national quality and performance standards
- If we do not have a clear **clinical service vision** then we may not deliver the
best services to patients

If we do not get good levels of **staff engagement** to get a culture of continuous improvement then staff morale and patient outcomes may not improve

If we are unable to resolve our (historic) shortfall in **liquidity** and the structural imbalance in the Trust's **Income & Expenditure** position then we will not be able to fulfil our financial duties and address the modernisation of our ageing estate and equipment

<table>
<thead>
<tr>
<th>Care Quality Commission (CQC) Domains</th>
<th>Safe</th>
<th>Effective</th>
<th>Caring</th>
<th>Responsive</th>
<th>Well led</th>
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<tbody>
<tr>
<td><strong>Recommendation</strong></td>
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<td>To NOTE and APPROVE the annual losses, compensation and write-off of bad debts</td>
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