

Trust Performance Report

Trust Board
28th September 2017



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Mortality

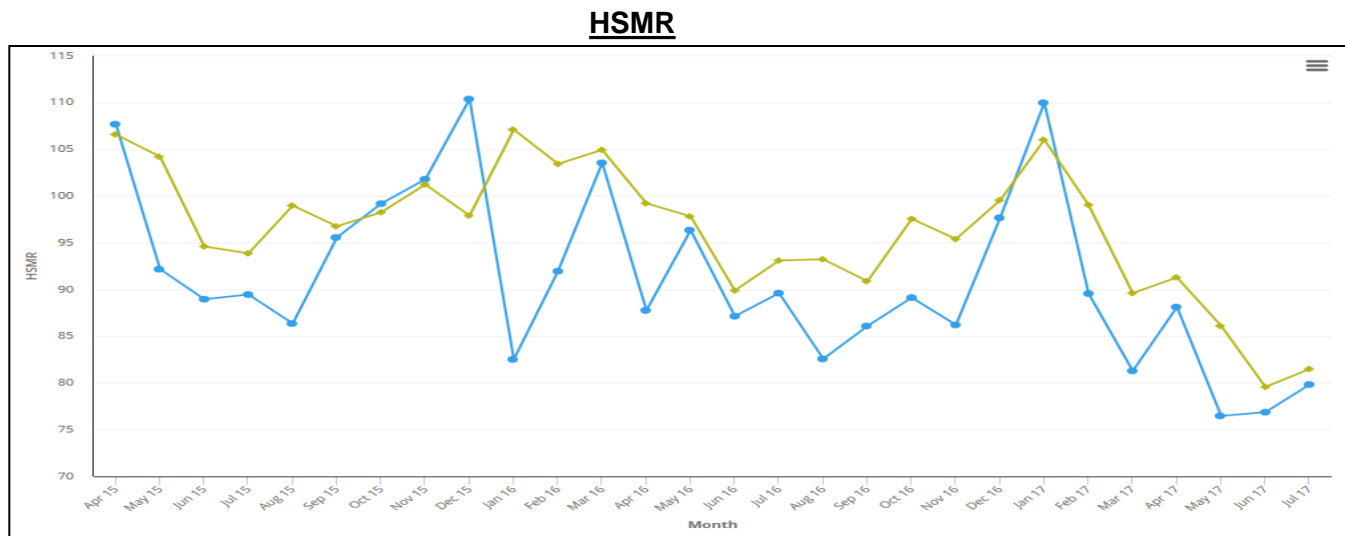


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Mortality

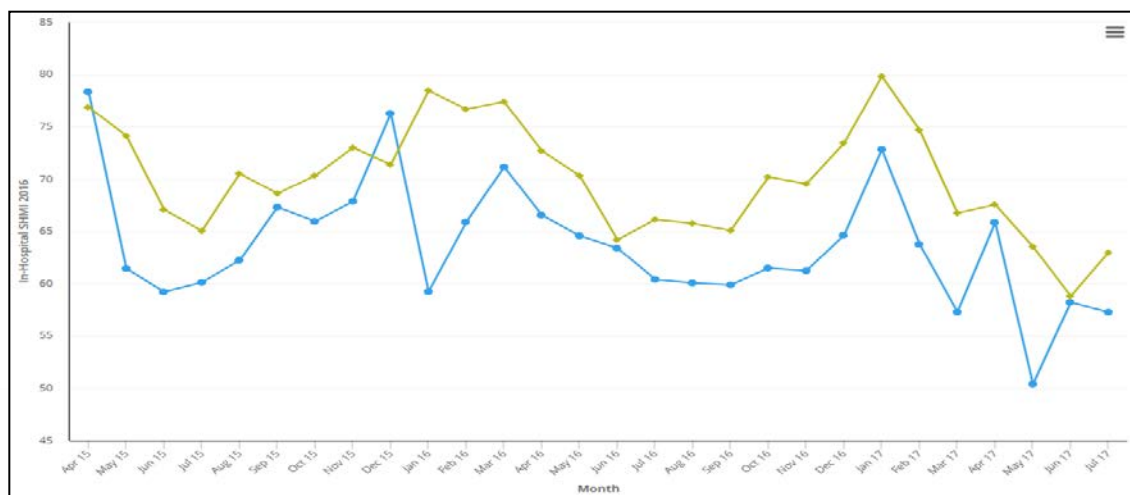
HSMR

Trust HSMR performance against the HES peer. The HSMR has been consistently below the HES peer since January 2016. There was a spike over the winter period (January) which has reduced down to July 2017.



Trust
Peer

In Hospital SHMI



In Hospital SHMI**

Since December 2015 the In Hospital SHMI has been consistently below the HES Peer.

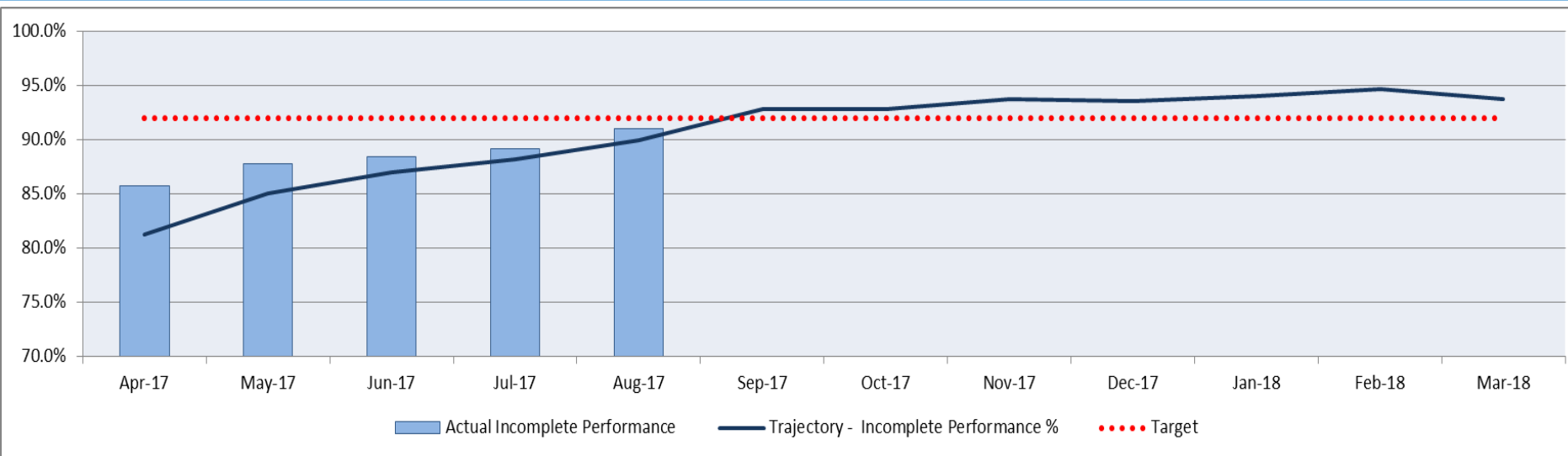
**Please note this data covers only in Hospital deaths

RTT



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RTT 2017/2018 Trajectory

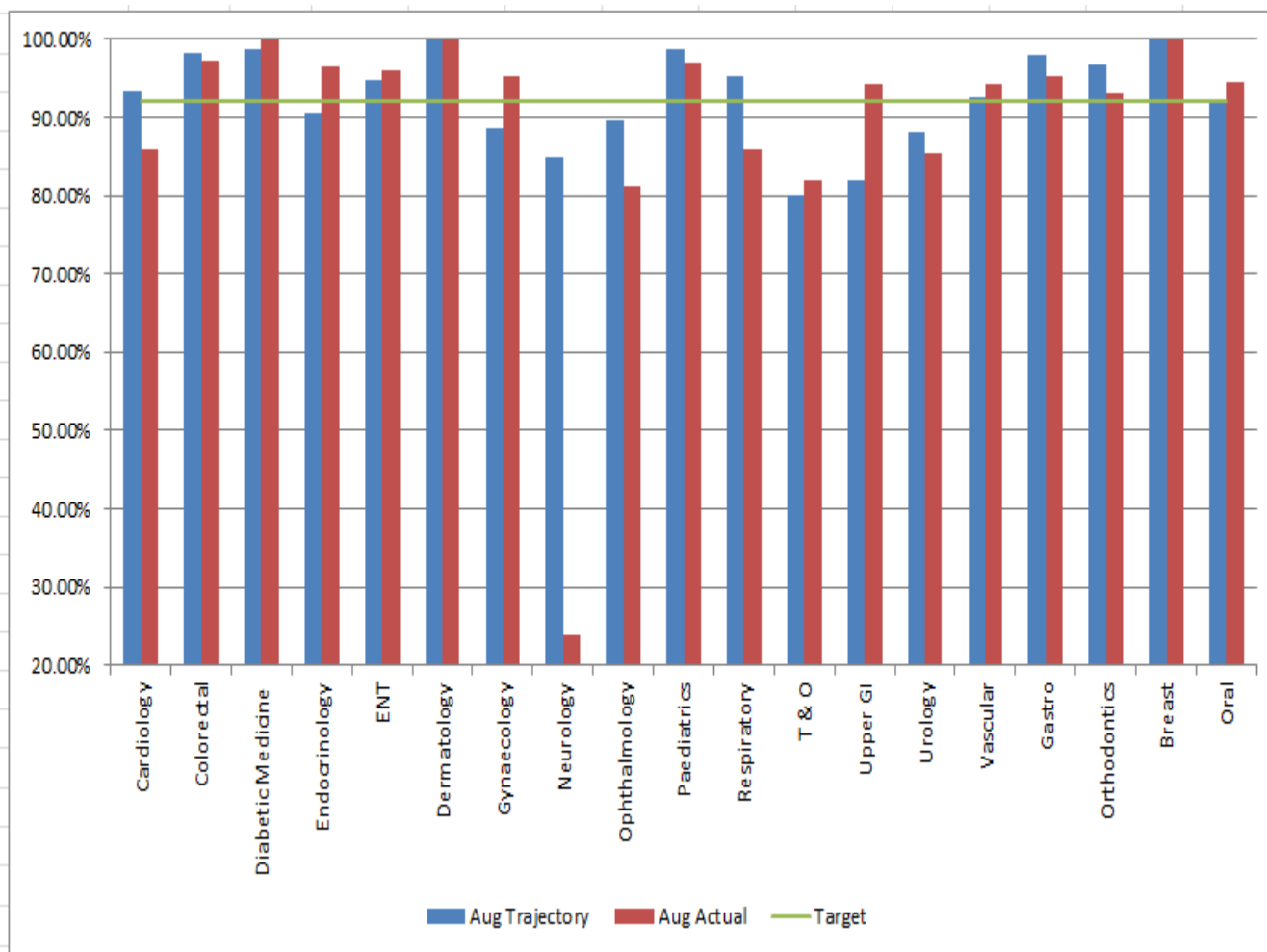


	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18
Referral to treatment Incompletes Trajectory - >18 weeks	3,042	2,431	2,080	1,862	1,654	1,201	1,159	1,017	1,044	973	865	1,012
Referral to treatment Incompletes Trajectory - Total patients	16,224	16,220	16,000	15,800	16,400	16,600	16,000	16,150	16,100	16,300	16,200	16,150
Trajectory - Incomplete Performance %	81.3%	85.0%	87.0%	88.2%	89.9%	92.8%	92.8%	93.7%	93.5%	94.0%	94.7%	93.7%
Referral to treatment Incompletes Actual - >18 weeks	2297	1974	1795	1581	1303							
Referral to treatment Incompletes Actual - Total patients	16107	16178	15456	14608	14507							
Actual Incomplete Performance	85.7%	87.8%	88.4%	89.2%	91.0%							

The table and graph above show the trajectory of performance for 2017/18 along with the projected list size and 18 week breaches per month.

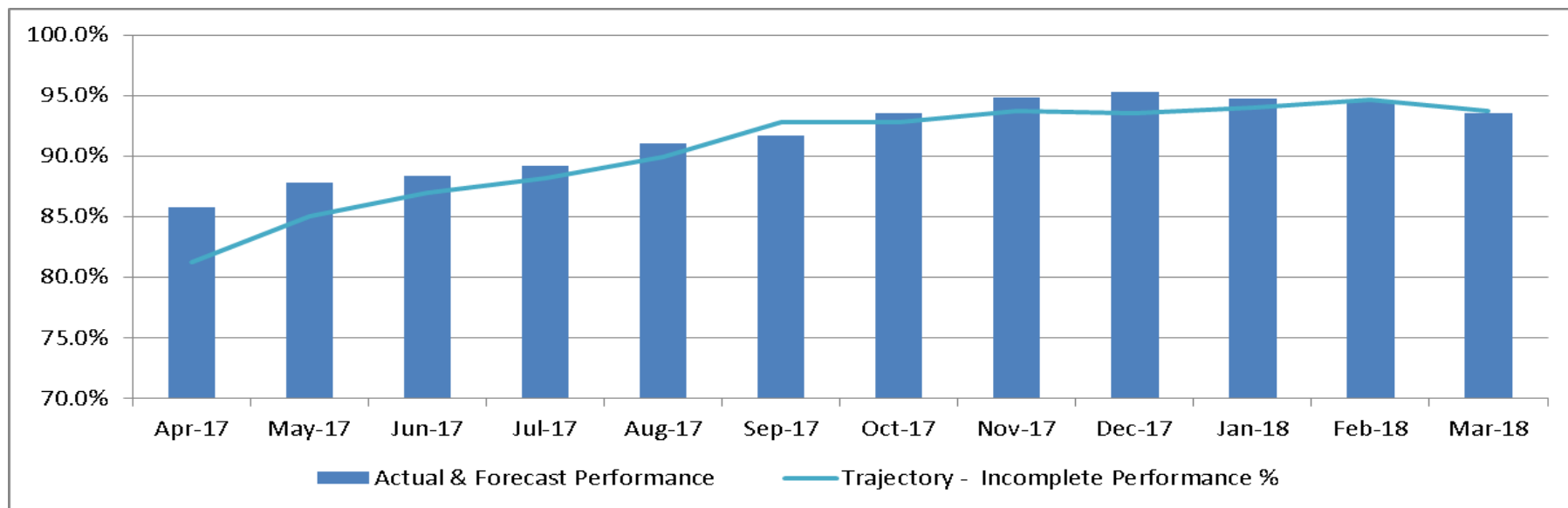
Speciality Performance Against Trajectory Combined

Specialty	Aug Trajectory	Aug Actual	Variance
Cardiology	93.37%	86.03%	-7.34%
Colorectal	98.19%	97.24%	-0.96%
Diabetic Medicine	98.63%	100.00%	1.37%
Endocrinology	90.48%	96.40%	5.93%
ENT	94.83%	96.02%	1.19%
Dermatology	99.87%	100.00%	0.13%
Gynaecology	88.71%	95.29%	6.58%
Neurology	84.82%	24.00%	-60.82%
Ophthalmology	89.62%	81.23%	-8.39%
Paediatrics	98.76%	96.96%	-1.80%
Respiratory	95.24%	85.81%	-9.43%
T & O	80.13%	82.09%	1.96%
Upper GI	81.96%	94.38%	12.41%
Urology	88.13%	85.43%	-2.70%
Vascular	92.48%	94.33%	1.85%
Gastro	97.91%	95.28%	-2.63%
Orthodontics	96.77%	93.18%	-3.59%
Breast	100.00%	100.00%	0.00%
Oral	91.95%	94.50%	2.55%
Total Incompletes	16400	14507	-1893
<18	14746	13204	-1542
BACKLOG	1654	1303	-351
Total Performance	89.91%	91.02%	1.11%



The above table and graph shows performance by speciality against trajectory and the variance from plan for the combined performance

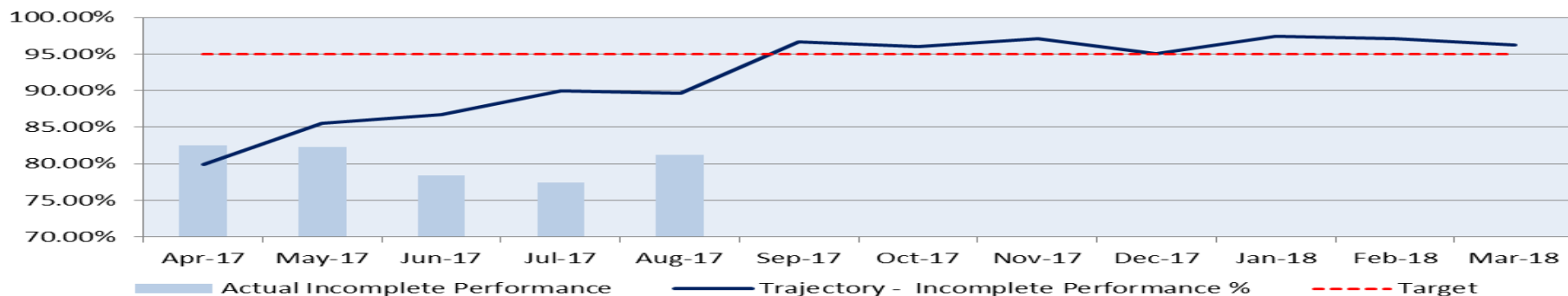
RTT 2017/18 Current Prediction vs Trajectory



	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18
Referral to treatment Incompletes Forecast - >18 weeks	2,297	1,974	1,795	1,581	1,303	1,229	881	676	607	658	699	806
Referral to treatment Incompletes Forecast - Total patients	16,107	16,178	15,456	14,608	14,507	14,849	13,730	12,986	12,839	12,568	12,712	12,561
Actual & Forecast Performance	85.7%	87.8%	88.4%	89.2%	91.0%	91.7%	93.6%	94.8%	95.3%	94.8%	94.5%	93.6%
Trajectory - Incomplete Performance %	81.3%	85.0%	87.0%	88.2%	89.9%	92.8%	92.8%	93.7%	93.5%	94.0%	94.7%	93.7%

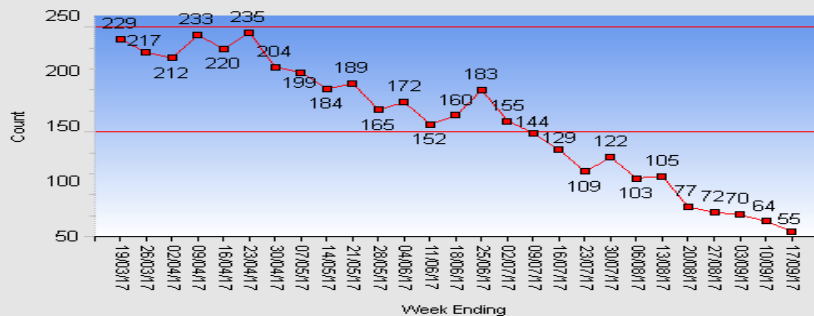
- The September position as at 19.9.17 is 91.76%
- Plans are in place to deliver 92% by the end of September 2017

RTT - Ophthalmology

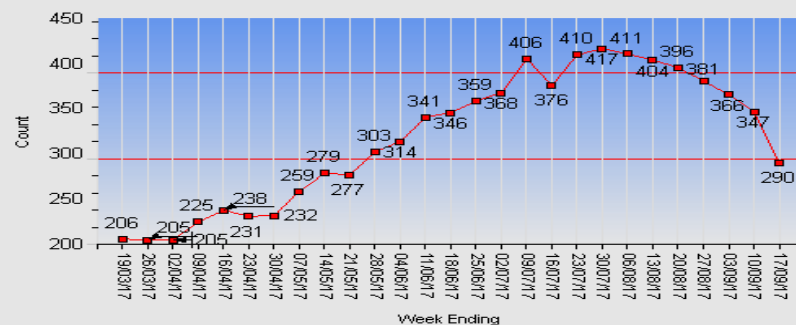


Ophthalmology	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18
Referral to treatment Incompletes Trajectory - >18 w weeks	570	405	356	257	279	84	101	71	132	67	76	98
Referral to treatment Incompletes Trajectory - Total patients	2842	2807	2673	2561	2688	2495	2517	2451	2637	2634	2641	2580
Trajectory - Incomplete Performance %	79.94%	85.57%	86.68%	89.96%	89.62%	96.63%	95.99%	97.10%	94.99%	97.46%	97.12%	96.20%
Referral to treatment Incompletes Actual - >18 w weeks	453	473	539	531	445							
Referral to treatment Incompletes Actual - Total patients	2597	2667	2492	2349	2371							
Actual Incomplete Performance	82.56%	82.26%	78.37%	77.39%	81.23%							
Forecast Incomplete Performance						79.24%	78.35%	77.48%	76.64%	75.79%	74.98%	74.20%

Non-Admitted Backlog Count (Last 26 Weeks)

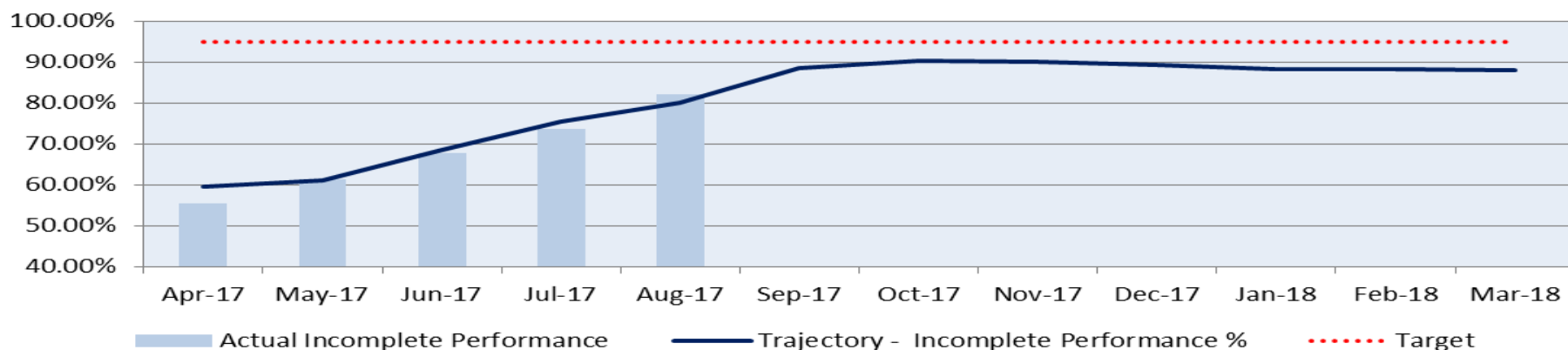


Admitted Backlog Count (Last 26 Weeks)



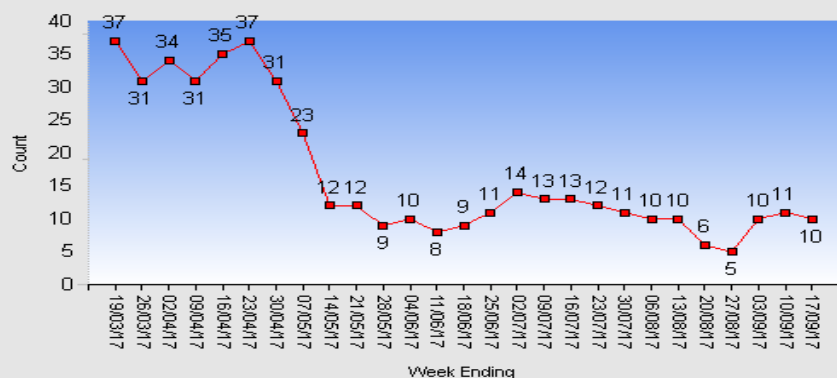
Ophthalmology has seen a decline in performance and it is predicted to improve as the backlog is reducing. Additional activity is scheduled during September & October to clear 18 week backlog.

RTT – Trauma & Orthopaedic

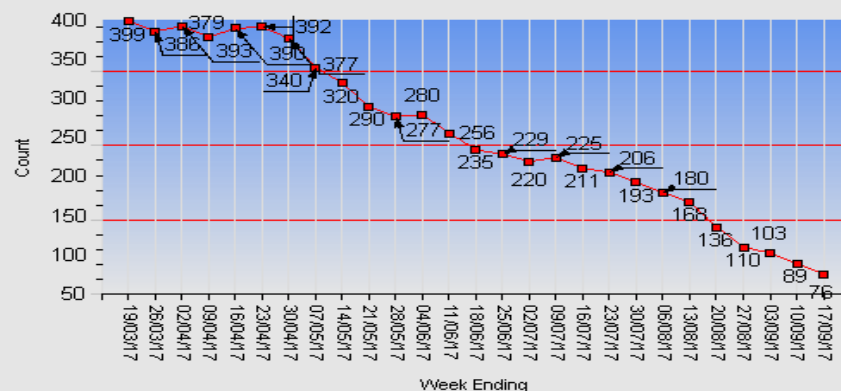


Trauma & Orthopaedic	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18
Referral to treatment Incompletes Trajectory - >18 w weeks	511	465	342	244	185	97	74	80	97	92	81	73
Referral to treatment Incompletes Trajectory - Total patients	1259	1191	1087	996	931	840	772	807	895	783	685	605
Trajectory - Incomplete Performance %	59.41%	60.96%	68.54%	75.50%	80.13%	88.45%	90.41%	90.09%	89.16%	88.25%	88.18%	87.93%
Referral to treatment Incompletes Actual - >18 w weeks	466	351	265	222	134							
Referral to treatment Incompletes Actual - Total patients	1045	908	820	844	748							
Actual Incomplete Performance	55.41%	61.34%	67.68%	73.70%	82.09%							

Non-Admitted Backlog Count (Last 26 Weeks)



Admitted Backlog Count (Last 26 Weeks)



September Projected RTT Performance

Admitted Incomplete Pathways

	Open Clocks		Performance %
	Total Open Clocks	18+ Wks	
Reporting Specialty			
Cardiology	114	42	63.16
Cardiothoracic Surgery			
Dermatology	2		100.00
Ear, Nose & Throat (ENT)	177	19	89.27
Gastroenterology	14	3	78.57
General Medicine	4		100.00
General Surgery	547	77	85.92
Geriatric Medicine	2		100.00
Gynaecology	157	23	85.35
Neurology			
Neurosurgery			
Ophthalmology	763	293	61.60
Oral Surgery	150	33	78.00
Other	116	23	80.17
Plastic Surgery			
Thoracic Medicine	7	1	85.71
Trauma & Orthopaedics	397	90	77.33
Urology	332	103	68.98
	2,782	707	74.59

Non Admitted Incomplete Pathways

	Open Clocks		Performance %
	Total Open Clocks	18+ Wks	
	781	94	87.96
	19		100.00
	590	2	99.66
	1642	51	96.89
	1032	63	93.90
	469	7	98.51
	1789	18	98.99
	140	8	94.29
	1108	42	96.21
	20	15	25.00
	1516	83	94.53
	616	6	99.03
	804	42	94.78
	439	68	84.51
	297	10	96.63
	805	13	98.39
	12,067	522	95.67

Combined

	Open Clocks		Performance %
	Total Open Clocks	18+ Wks	
	895	136	84.80
	19		100.00
	592	2	99.66
	1819	70	96.15
	1046	66	93.69
	473	7	98.52
	2336	95	95.93
	142	8	94.37
	1265	65	94.86
	20	15	25.00
	2279	376	83.50
	766	39	94.91
	920	65	92.93
	446	69	84.53
	694	100	85.59
	1137	116	89.80
	14,849	1,229	91.72

September's predicted combined incomplete performance is currently at 91.72%, with overall performance being driven by the admitted pathway. The figures above are subject to month end validation. Additional activity in September and October will ensure that 92% is delivered as per the trajectory.

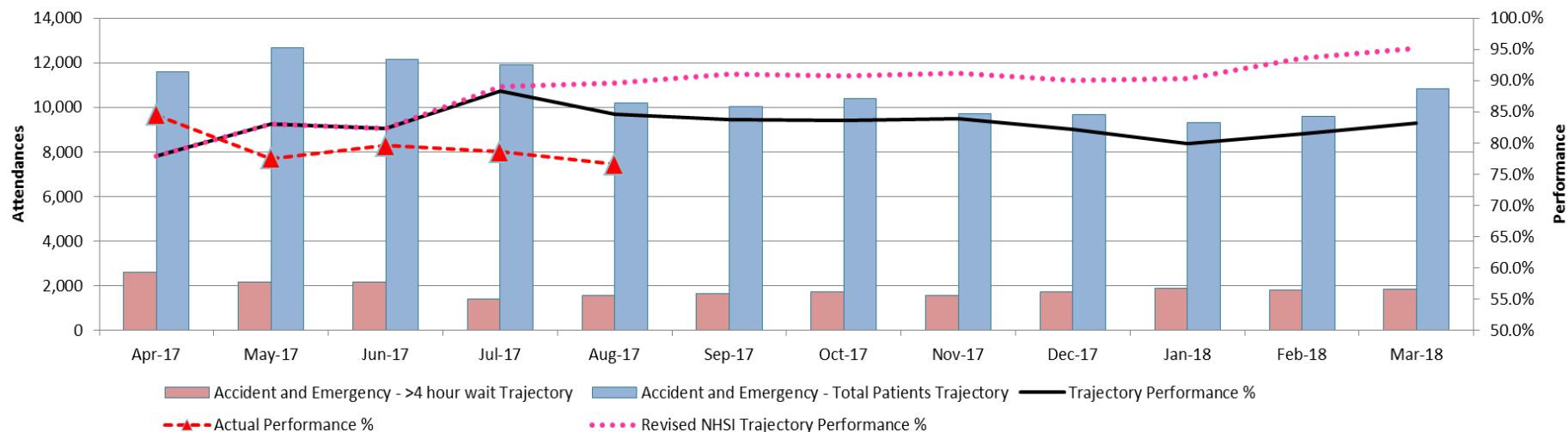
The operational plan target for September is 92.8%

Urgent Care Update



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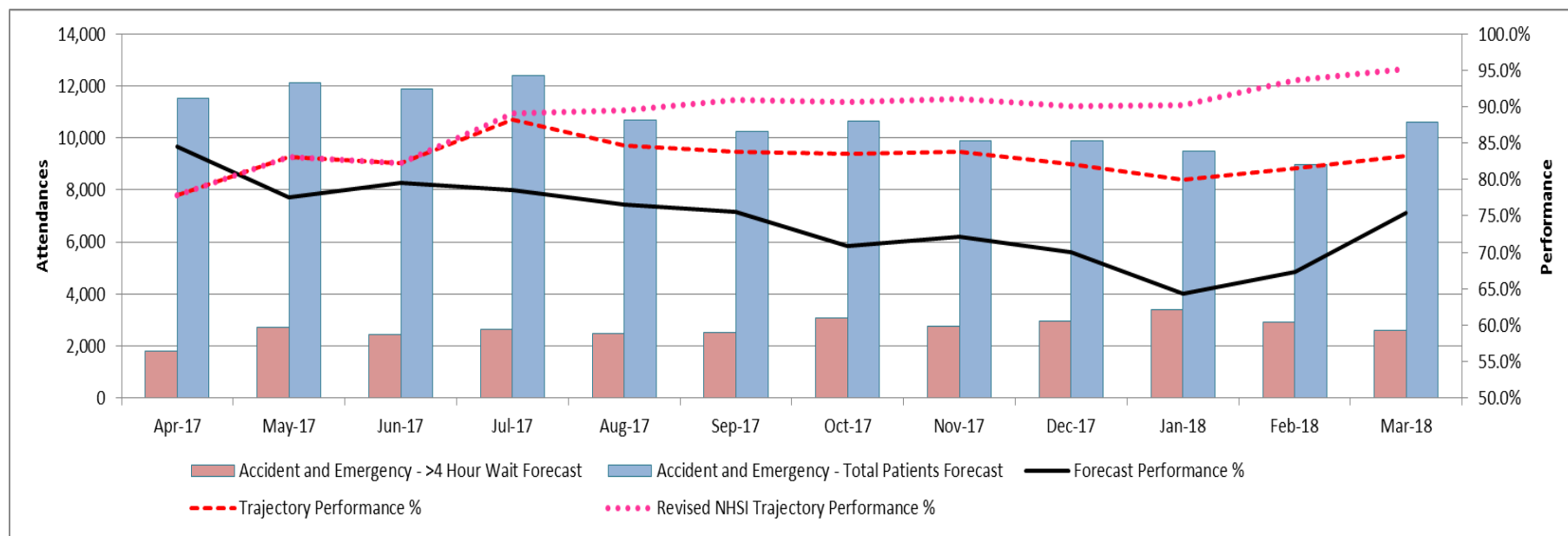
A&E 2017-2018 Trust Trajectory



	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18
Accident and Emergency - >4 hour wait Trajectory	2,570	2,141	2,153	1,402	1,569	1,627	1,712	1,563	1,725	1,863	1,776	1,818
Accident and Emergency - Total Patients Trajectory	11,602	12,654	12,126	11,919	10,201	10,012	10,400	9,692	9,667	9,289	9,583	10,810
Trajectory Performance %	77.8%	83.1%	82.2%	88.2%	84.6%	83.7%	83.5%	83.9%	82.2%	79.9%	81.5%	83.2%
Revised NHSI Trajectory Performance %	77.8%	83.1%	82.2%	89.0%	89.6%	91.0%	90.7%	91.1%	90.0%	90.3%	93.7%	95.2%
Accident and Emergency - >4 Hour Wait Actual	1786	2721	2429	2654	2496							
Accident and Emergency - Total Patients Actual	11520	12106	11877	12391	10663							
Actual Performance %	84.5%	77.5%	79.5%	78.6%	76.6%							

The table and graph above show the A&E trajectory of performance for 2017/18 along with the projected attendances and breaches by month based on the Trusts internal trajectory. Augusts actual performance was 76.6% against a target of 84.6%

A&E 2017-2018 Trust Trajectory vs Current Forecast



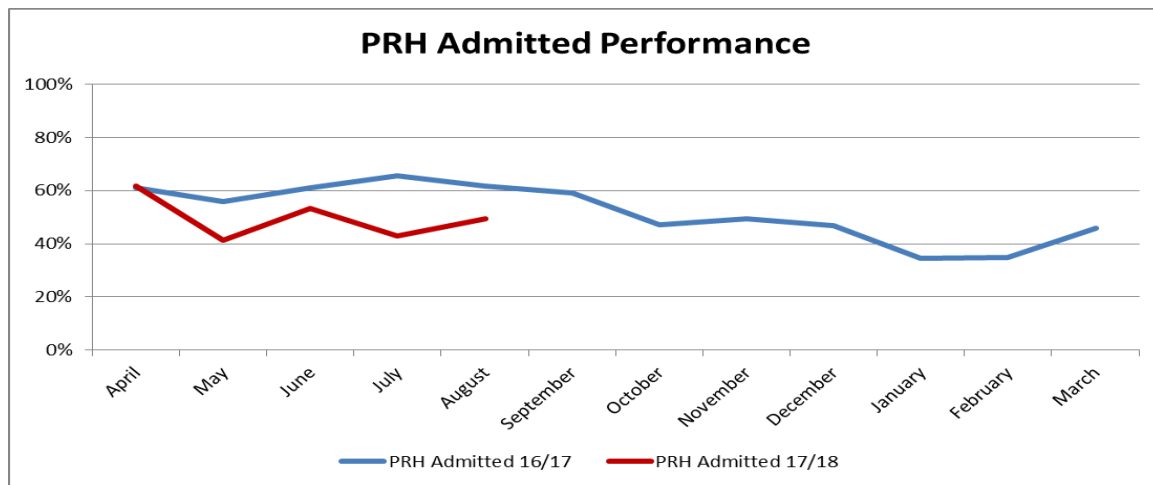
	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18
Accident and Emergency - >4 Hour Wait Forecast	1,786	2,722	2,429	2,654	2,496	2,503	3,089	2,754	2,964	3,385	2,933	2,608
Accident and Emergency - Total Patients Forecast	11,520	12,106	11,877	12,391	10,663	10,226	10,623	9,899	9,874	9,488	8,967	10,593
Forecast Performance %	84.5%	77.5%	79.5%	78.6%	76.6%	75.5%	70.9%	72.2%	70.0%	64.3%	67.3%	75.4%
Trajectory Performance %	77.8%	83.1%	82.2%	88.2%	84.6%	83.7%	83.5%	83.9%	82.2%	79.9%	81.5%	83.2%
Revised NHSI Trajectory Performance %	77.8%	83.1%	82.2%	89.0%	89.6%	91.0%	90.7%	91.1%	90.0%	90.3%	93.7%	95.2%

Based on the actual performance of quarter 1 the forecast shows a deterioration in performance this would continue if no changes or steps are introduced.

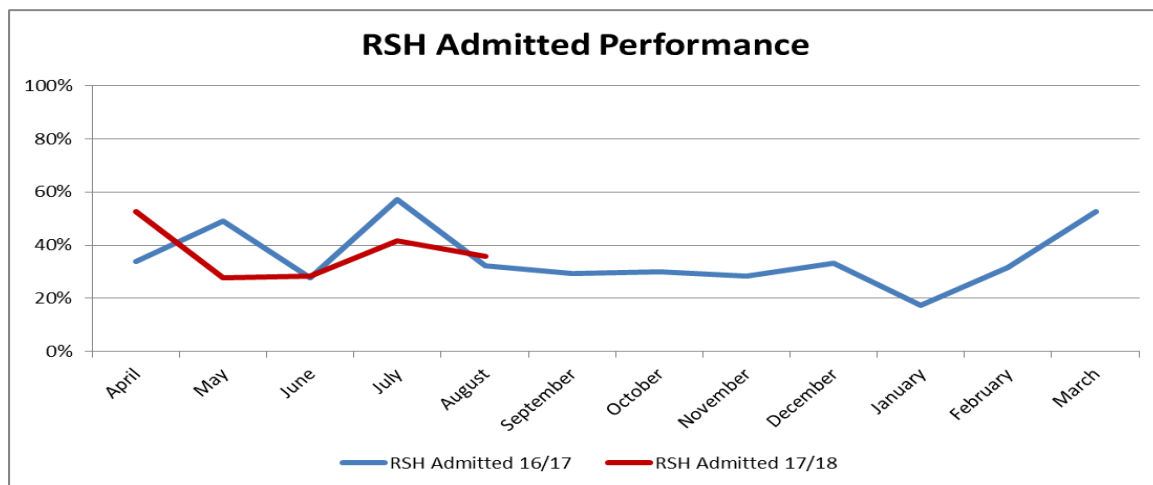
Admitted vs Non Admitted

TRUST		2016/17			2017/18			VARIANCE		
		Attendances	Breaches	Performance	Attendances	Breaches	Performance	Attendances	Breaches	Performance
Overall	April	11602	1852	84.04%	11520	1786	84.50%	-82	-66	0.46%
	May	12654	1922	84.81%	12106	2722	77.52%	-548	800	-7.30%
	June	12126	2132	82.42%	11879	2429	79.55%	-247	297	-2.87%
	July	12799	1673	86.93%	12391	2654	78.58%	-408	981	-8.35%
	August	11843	2113	82.16%	10663	2496	76.59%	-1180	383	-5.57%
Admitted	April	2108	1114	47.15%	2236	959	57.11%	128	-155	9.96%
	May	2298	1093	52.44%	2339	1530	34.59%	41	437	-17.85%
	June	2152	1208	43.87%	2268	1337	41.05%	116	129	-2.82%
	July	2254	870	61.40%	2328	1343	42.31%	74	473	-19.09%
	August	2127	1139	46.45%	2224	1277	42.58%	97	138	-3.87%
Non Admitted	April	9494	738	92.23%	9,284	827	91.09%	-210	89	-1.13%
	May	10356	829	91.99%	9,767	1,192	87.80%	-589	363	-4.20%
	June	9974	924	90.74%	9,611	1,092	88.64%	-363	168	-2.10%
	July	10545	803	92.39%	10,063	1,311	86.97%	-482	508	-5.41%
	August	9716	974	89.98%	8,439	1,219	85.56%	-1277	245	-4.42%

A&E Admitted Performance

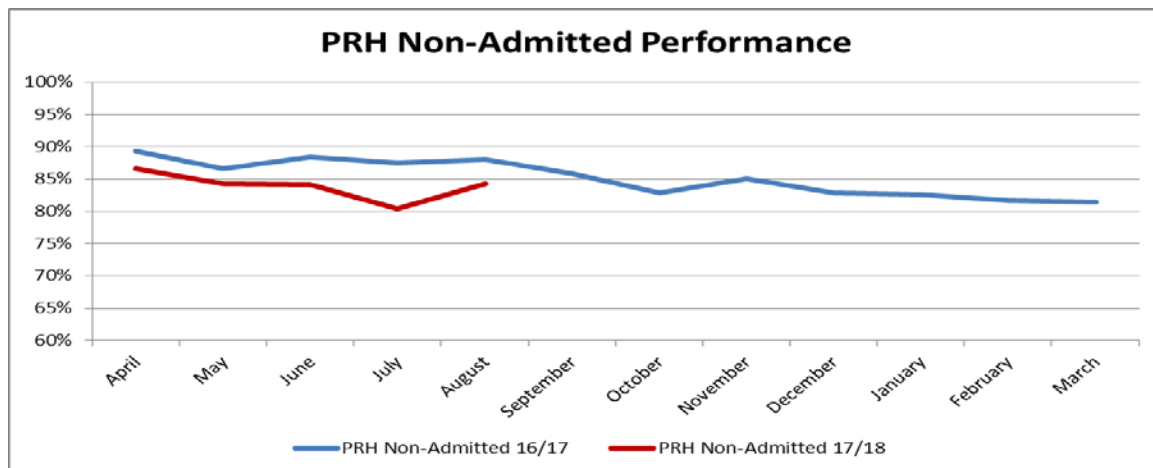


- PRH Admitted attendance is up 9.2% (94) in Aug-17 compared with Aug-16
- PRH Admitted breaches are up 43.13% (176) compared with Aug-16
- PRH Admitted performance is down 12.56% compared with Aug-16
- The overall increase YTD at PRH is 7.6%

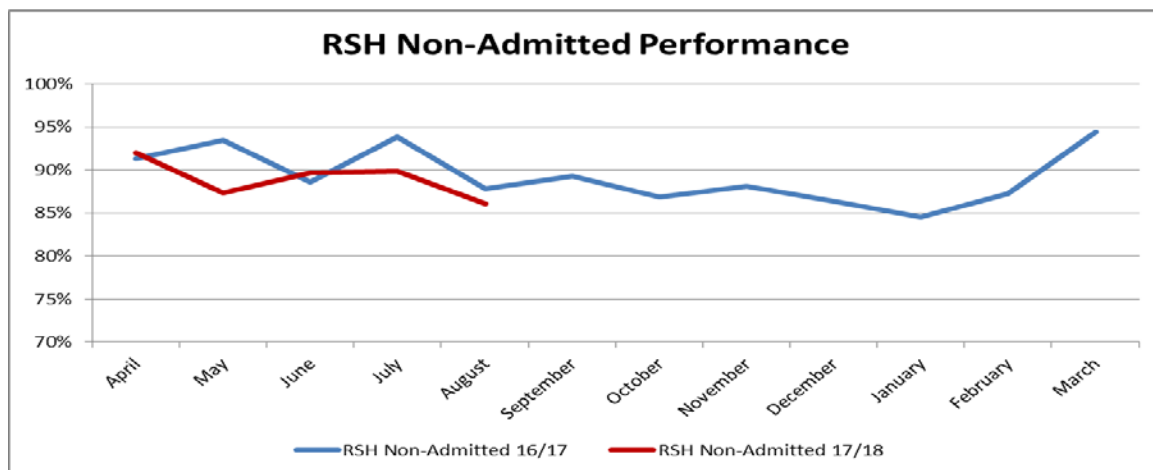


- RSH Admitted attendance is up 0.27% (3) in Aug-17 compared with Aug-16
- RSH Admitted breaches are down 5% (-38) compared with Aug-16
- RSH Admitted performance is up 3.61% compared with Aug-16
- The overall increase YTD at RSH is 0.89%

A&E Non Admitted Performance

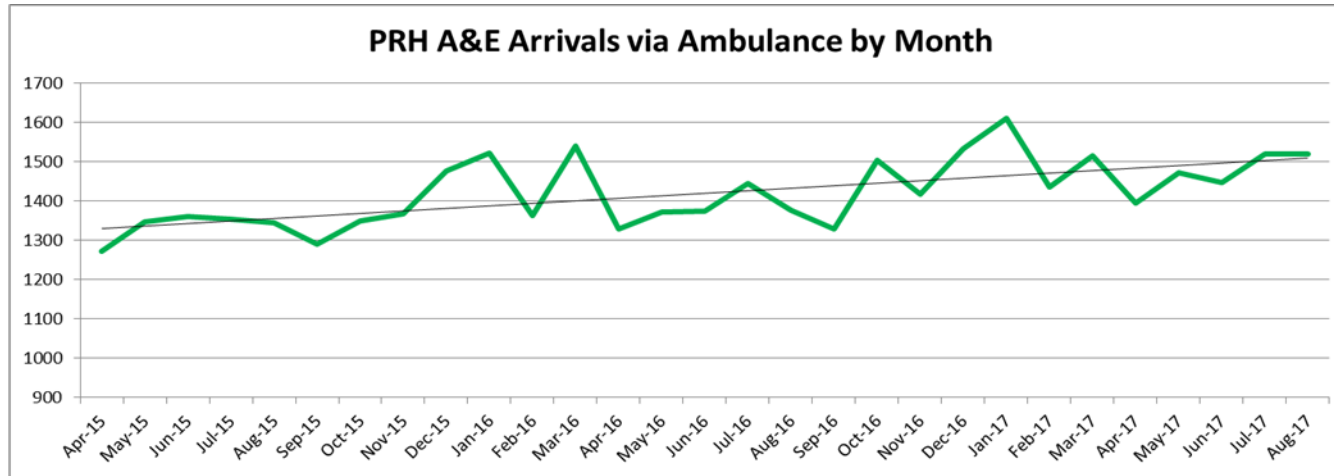


- PRH Non-Admitted attendance is up 4.13% (165) in Aug-17 compared with Aug-16
- PRH Non-Admitted breaches are up 36.69% (175) compared with Aug-16
- PRH Non-Admitted performance is down 3.73% compared with Aug-16

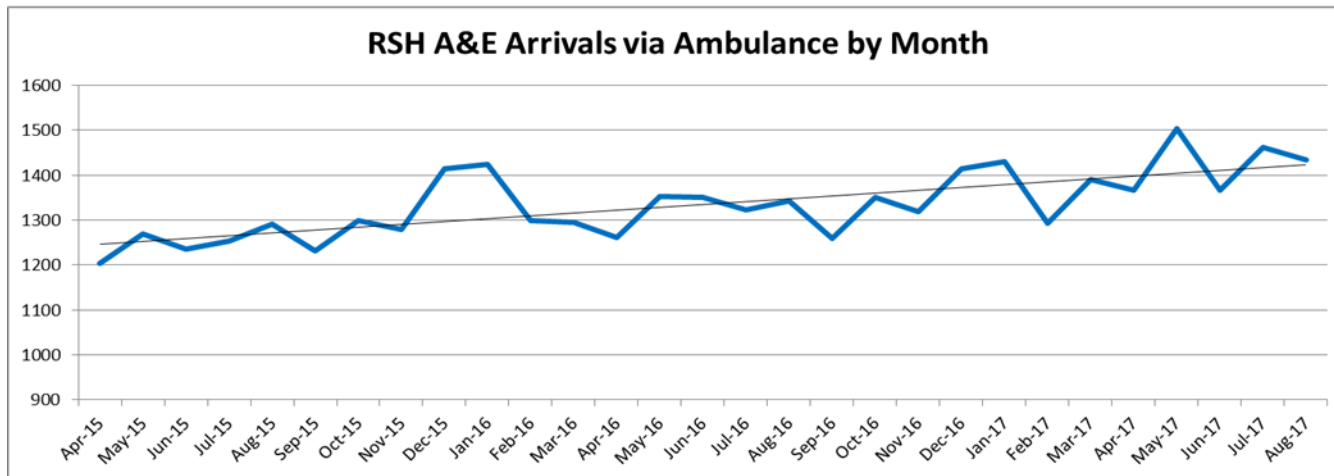


- RSH Non-Admitted attendance is down 0.1% (-4) in Aug-17 compared with Aug-16
- RSH Non-Admitted breaches are up 14.08% (70) compared with Aug-16
- RSH Non-Admitted performance is down 1.73% compared with Aug-16

A&E Ambulance Arrivals

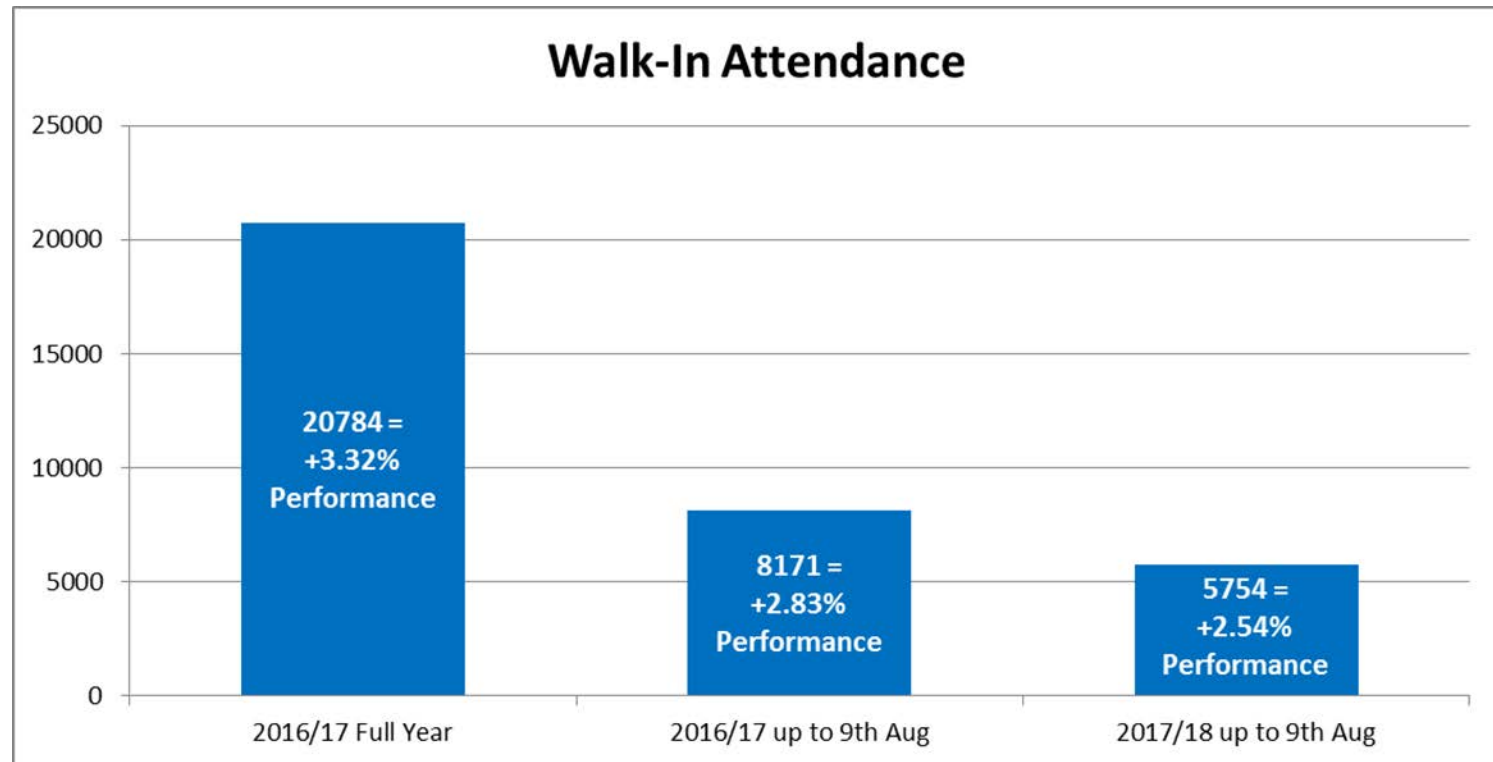


- At PRH there were 10.31% (142) more arrivals via ambulance when comparing Aug-17 to Aug-16
- Ambulance arrivals were down 0.07% (1) compared to last month



- At RSH there were 6.86% (92) more arrivals via ambulance when comparing Aug-17 to Aug-16
- Ambulance arrivals were down 2% (29) compared to last month

A&E Walk-In Summary



- Walk-In attendance was down 29.58% (-2417) YTD up to its closure on the 9th Aug-17
- This resulted in a reduction of 0.29% on the performance compared to the same period last year
- Closure of the Walk-in Centre has further impacted on performance by circa 3%

Day of the week admitted performance

PRH	2016/17		
	Attendance	Breaches	Performance
Mon	939	464	50.59%
Tue	834	358	57.07%
Wed	855	295	65.50%
Thu	824	306	62.86%
Fri	853	285	66.59%
Sat	741	263	64.51%
Sun	789	326	58.68%

PRH	2017/18		
	Attendance	Breaches	Performance
Mon	963	555	42.37%
Tue	920	489	46.85%
Wed	887	457	48.48%
Thu	943	472	49.95%
Fri	923	397	56.99%
Sat	780	376	51.79%
Sun	848	419	50.59%

Variance with Previous Year		
Attendance	Breaches	Performance
24	91	-8.22%
86	131	-10.23%
32	162	-17.02%
119	166	-12.92%
70	112	-9.60%
39	113	-12.71%
59	93	-8.09%

RSH	2016/17		
	Attendance	Breaches	Performance
Mon	916	638	30.35%
Tue	896	606	32.37%
Wed	869	574	33.95%
Thu	876	503	42.58%
Fri	885	534	39.66%
Sat	806	376	53.35%
Sun	888	482	45.72%

RSH	2017/18		
	Attendance	Breaches	Performance
Mon	940	666	29.15%
Tue	875	638	27.09%
Wed	885	564	36.27%
Thu	874	575	34.21%
Fri	862	529	38.63%
Sat	915	483	47.21%
Sun	861	508	41.00%

Variance with Previous Year		
Attendance	Breaches	Performance
24	28	-1.20%
-21	32	-5.28%
16	-10	2.32%
-2	72	-8.37%
-23	-5	-1.03%
109	107	-6.14%
-27	26	-4.72%

2016/17 based on 4th Apr – 18th Sept
2017/18 based on 3rd Apr – 17th Sept

PRH shows a deteriorated performance on a Wednesday compared with last year. However at RSH Thursday appears to show the highest deterioration. When combined overall Thursday is the worst performer compared to last year closely followed by Saturday.

Explanation of August ED Performance

- *Fewer senior decision makers as a result of peak holiday and higher locum cover*
- *Expected trainee rotation from the Deanery has not happened*
- *Agency nurse usage is higher at PRH which also has an effect on the fragility of the clinical team*
- *In year demand has continued to grow (2.63% by the end of Q1)*
 - *Higher number of ambulance attendances at both sites*
 - *Higher number of non –admitted patients attending PRH compared to last year*
 - *Higher numbers of admitted patients particularly at PRH compared to last year*
- *Malling closure during August has an adverse effect on the denominator by 3%*

Delivery of Improvement

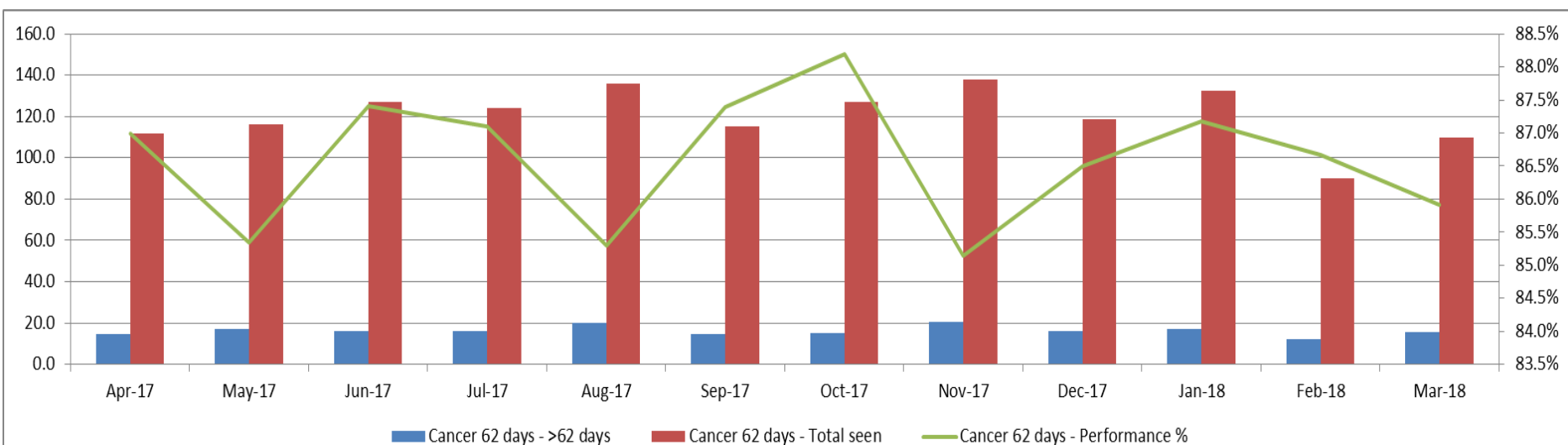
- *Creation of a CDU on PRH site from 1st October 2017*
- *GP streaming in place from 1st October 2017*
- *Fit to sit implemented on both sites from September – Impact on 4hour standard to be monitored*
- *Ambulance handover programme to be launched on 9th October 2017*
- *Operational teams on shop floor to assist with delays*
- *Day before discharge planning to be monitored with Heads of Nursing*

Cancer and Diagnostics



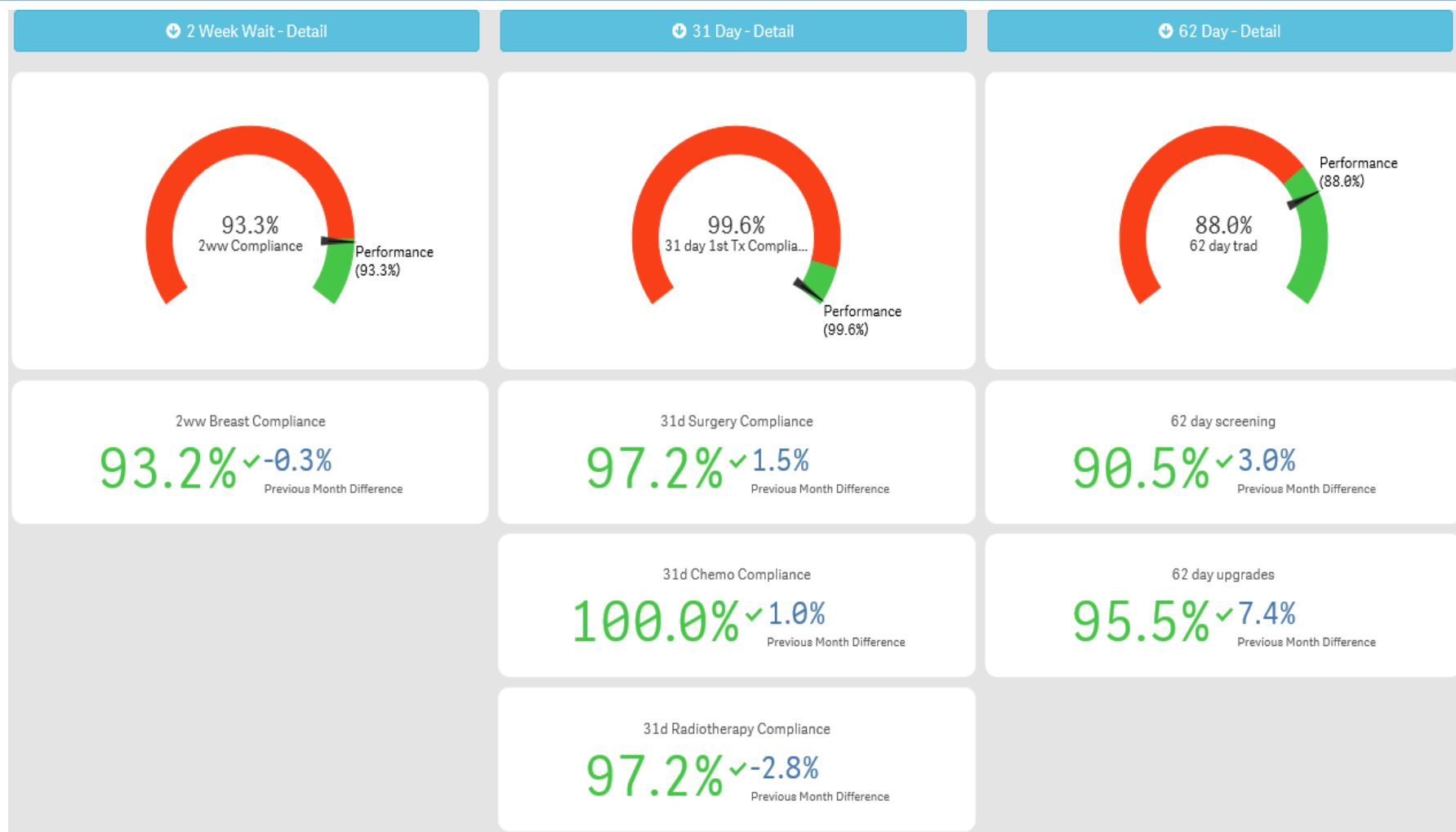
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Cancer 2017/2018 Trajectory



	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18
Cancer 62 days - >62 days	14.5	17.0	16.0	16.0	20.0	14.5	15.0	20.5	16.0	17.0	12.0	15.5
Cancer 62 days - Total seen	111.5	116.0	127.0	124.0	136.0	115.0	127.0	138.0	118.5	132.5	90.0	110.0
Cancer 62 days - Performance %	87.0%	85.3%	87.4%	87.1%	85.3%	87.4%	88.2%	85.1%	86.5%	87.2%	86.7%	85.9%
Cancer 62 days Actual - >62 days	14.5	17.0	31.0	15.0	18.50							
Cancer 62 days Actual - Total seen	113.0	118.0	133.0	136.0	133.00							
Cancer 62 days Actual - Performance %	87.2%	85.6%	76.7%	89.0%	86.1%							

Cancer Target July 2017 Performance



Cancer Performance (Site Specific Performance)

										SaTH YTD
Measure	Monthly Target %	January	February	March	April	May	June	July	National Average	
62 days urgent ref to treatment	85	78.33%	87.70%	86.61%	87.17%	85.59%	76.70%	88.00%	80.40%	84.50%
Brain	85	N/A	N/A	N/A	N/A	N/A	N/A	N/A		N/A
Breast	85	90.90% 1½/16½	100% 0/21	100% 0/21	100% 0/15	93.30% 1/15	100% 0/17	100% 0/17	93.70%	98.40%
Colorectal	85	87.50% 2/16	100% 0/8½	90.50% 2/21	80.00% 2/10	73.30% 4/15	60.00% 6/15	77.40% 3½/15½	70.80%	72.10%
Gynaecology	85	60.00% 2/5	90.90% ½/5½	80.00% 1½/7½	100% 0/4	66.70% 2½/7½	58.80% 3.5/8.5	93.30% ½/7½	73.80%	76.40%
Haematology	85	63.60% 4/11	100% 0/2	75.00% 2/8	50.00% 2/4	80.00% 1/5	50.00% 4/8*	88.90% 1/9	80.60%	69.20%
Head & Neck	85	50.00% 2/4	66.70% 2/6	100% 0/4	100% 0/3	40.00% 3/5	75.00% 1/4	80.00% 1/5	64.30%	70.60%
Lung	85	60.70% 5½/14	61.90% 4/10½	36.80% 6/9½	68.80% 2.5/8	88.90% 1/9	57.60% 7/16.5	57.10% 6/14	70.00%	65.30%
Skin	85	95.70% 1/23	94.40% 1/18	100% 0/19½	96.30% 1/27	95.80% 1/24	95.20% 1/21	97.20% 1/36	96.10%	96.30%
Upper GI	85	37.50% 7½/11	33.33% 3/4½	72.00% 3½/12½	71.40% 2/7	76.90% 1½/6½	45.50% 6/11	100% 0/9	74.00%	71.60%
Urology	85	92.60% 2/27	95.90% 1/24½	91.70% 2/24	86.60% 4.5/33.5	93.50% 2/31	96.60% 1/29.5	84.40% 3½/22½	76.20%	90.60%

- Review turnaround times for radiology and histology reporting
- Zero tolerance of administrative breaches
- Review outputs from specialty MDT meetings
- Robust SLAS and service specifications to be in place with tertiary centres.

Cancer 104 + Days

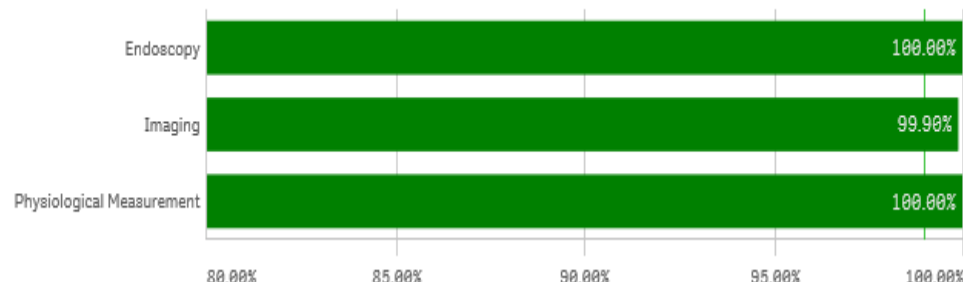
- 7 patients breached 104 days in July.
- Trajectory in place – reduction of 104 day delays by 50%
- Internal stretch target for no patient to exceed 83 days
- Specialty MDT PTL to review all patients who may breach 62 days
- RCA and learning points to be implemented by Care Groups
- Greater operational grip at PTL meetings

Diagnostic Waiting Times – August 2017

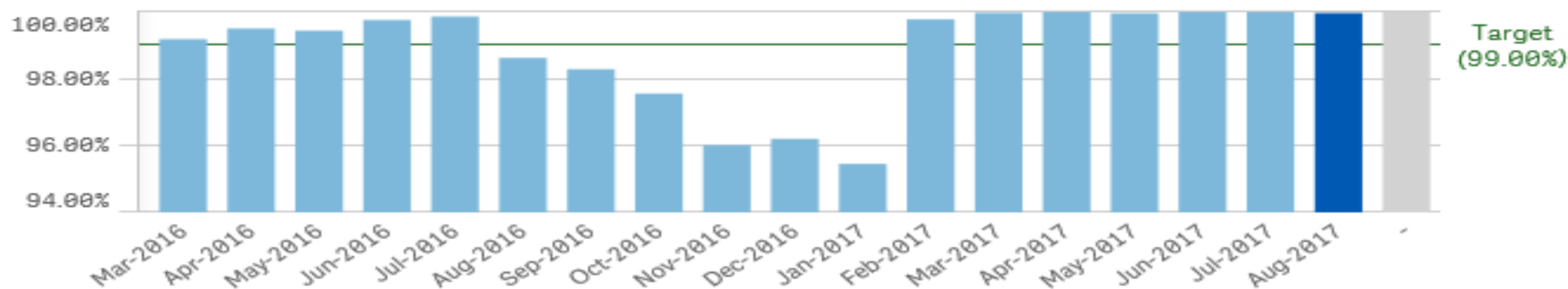
% of patients awaiting a diagnostic test, who have waited less than 6 weeks compared to 99% target

% waited under 6 weeks
99.92% ✓ **-0.06%**
 Previous Month Difference

% of patients awaiting a diagnostic test by Group, who have waited less than 6 weeks compared to 99% target



% of patients awaiting a diagnostic test, who have waited less than 6 weeks - monthly trend



The Diagnostic wait times have been achieved for August the diagnostic target is projected to continue to achieve

Workforce



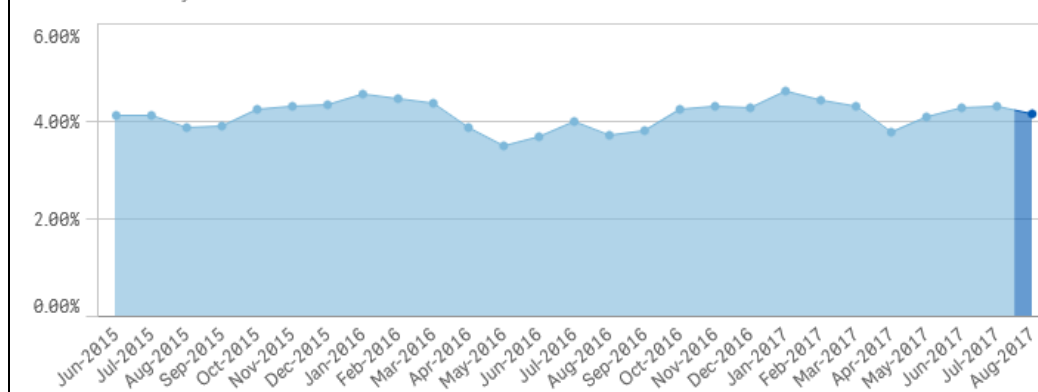
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Workforce Sickness

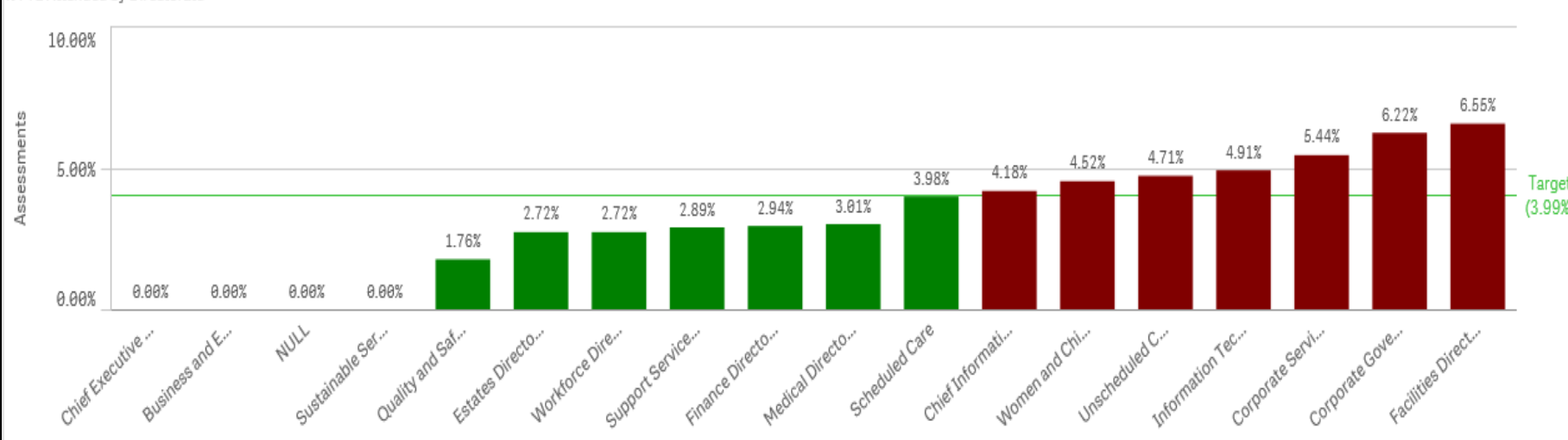
Absent FTE

4.12% $\Delta -0.15\%$
Previous Month Difference

% FTE Absent - Monthly Trend

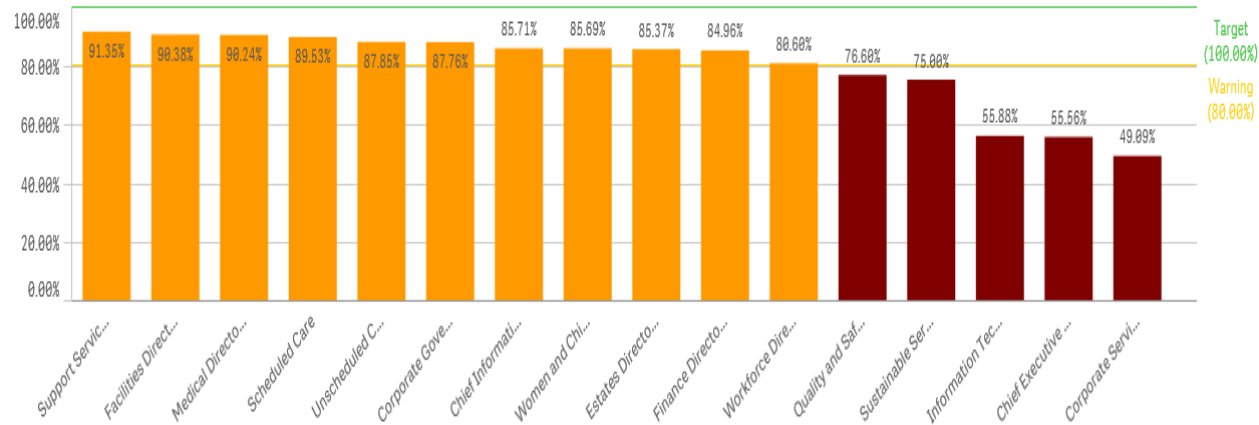


% FTE Attended by Directorate



Workforce – Training and Appraisals August 2017

% Appraisals Completed within Timescales split by 'Care Group'

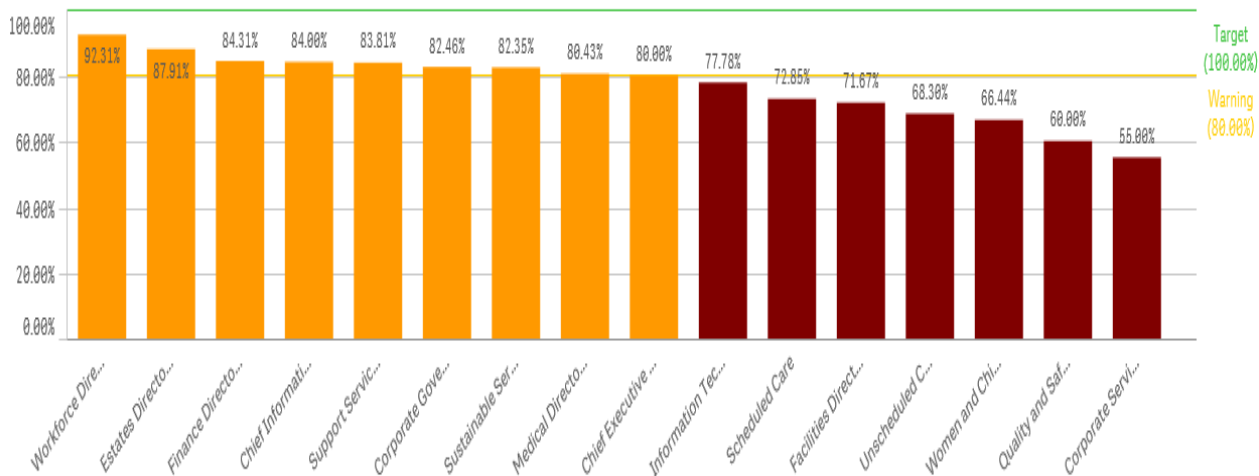


Appraisals in Timescales

87.68% $\Delta -0.72\%$
Previous Month Difference

% Appraisals Completed within Timescales for Month

% SSU Compliance split by Care Group



SSU Compliance

73.54% $\Delta -1.09\%$
Previous Month Difference

% SSU Compliance for Month



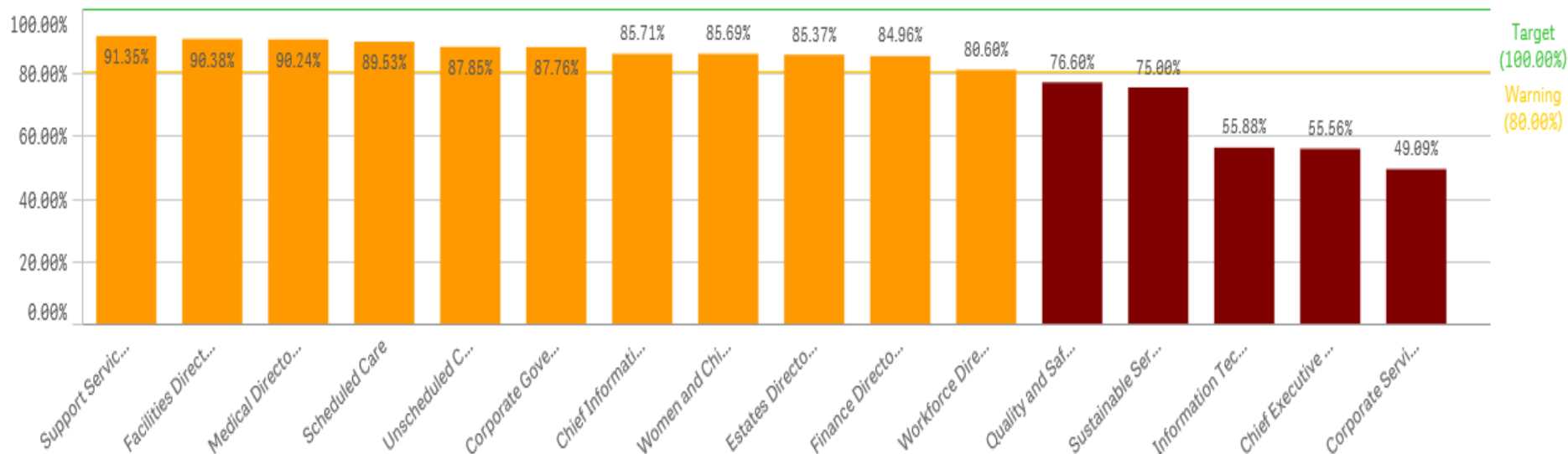
Appraisal – August 2017

Appraisals in Timescales

87.68% Δ -0.72%
Previous Month Difference

% Appraisals Completed within Timescales for Month

% Appraisals Completed within Timescales split by Care Group



Staff Turn Over Aug 2017 – exc. Junior Doctors

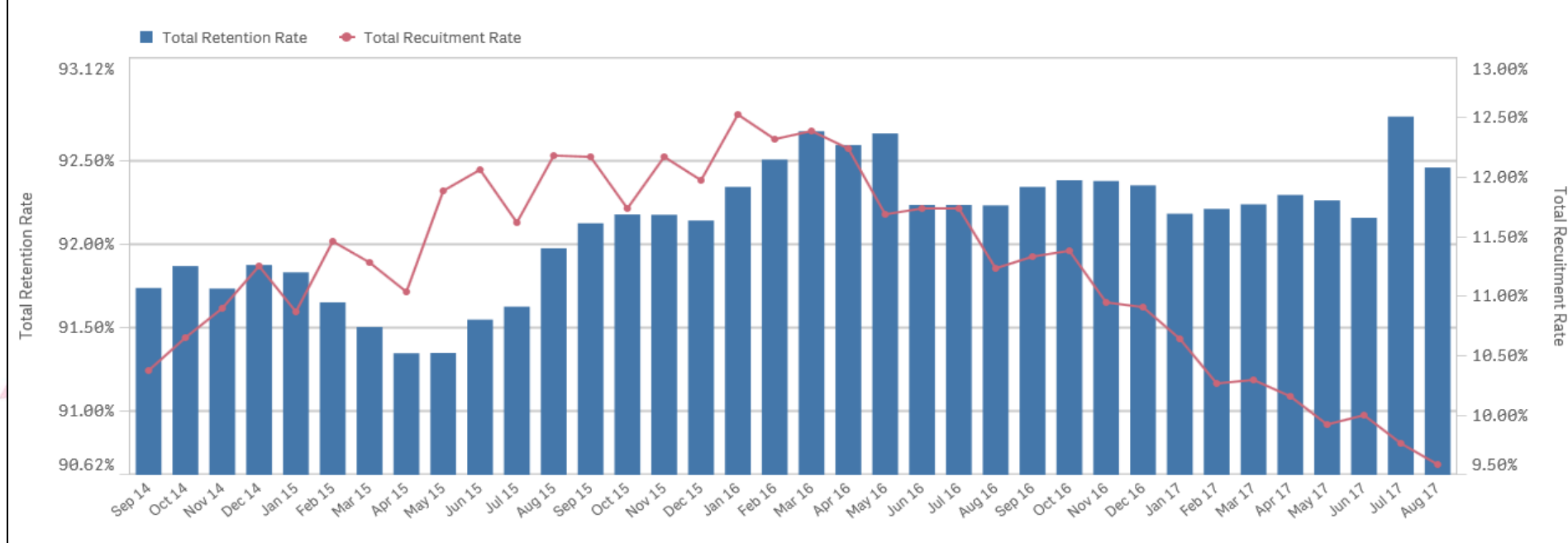
Recruitment Rate

9.57%

Retention Rate

92.45%

Retention Overlaid with Recruitment



Quality



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VTE Performance July 2017

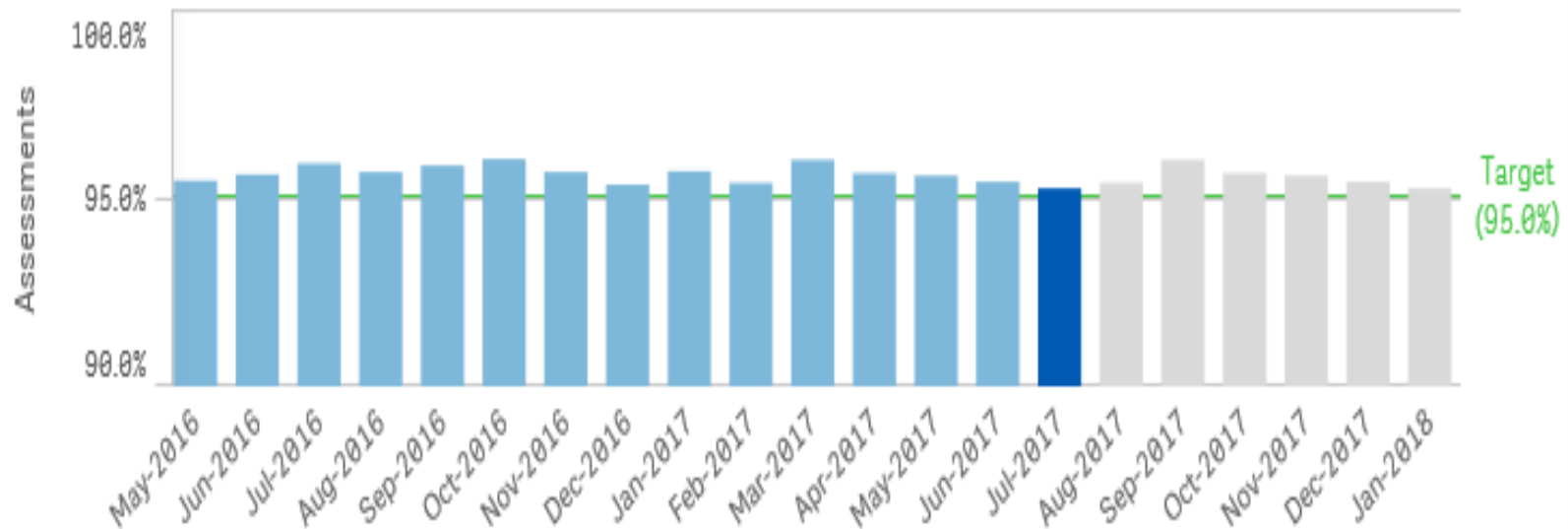
% of Patients assessed for VTE

VTE Assessed

95.2% ✓ -0.2%
Previous Month Difference

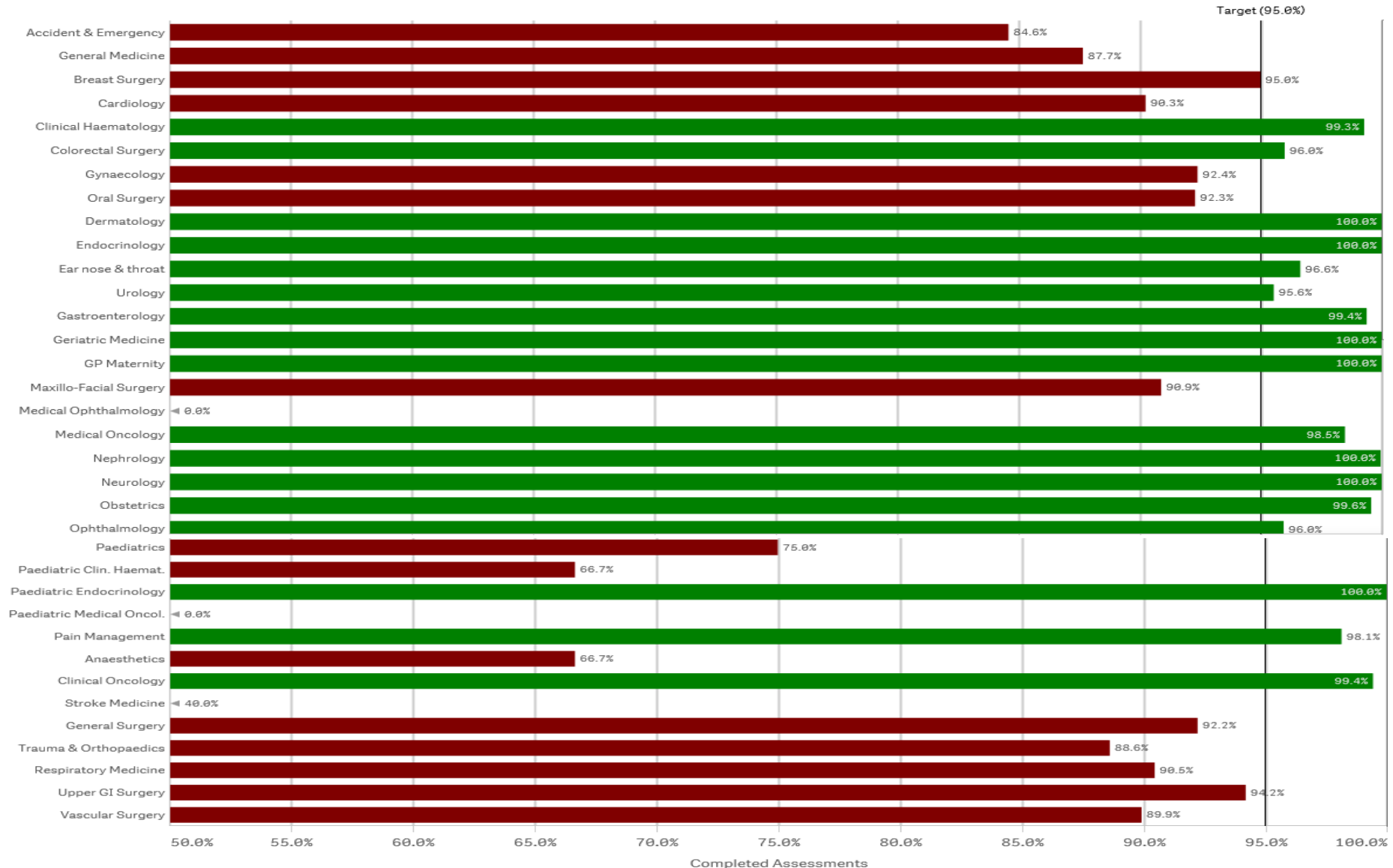
The VTE target for July 2017 was achieved at 95.2%. It is projected that the VTE target will continue to be met.

% of Patients assessed for VTE - Monthly Trend



VTE Performance July 2017 – By Specialty

% of Patients assessed for VTE by Specialty



Quality and Safety

Measure	Year end 16/17	Sept 16	Oct 16	Nov 16	Dec 16	Jan 17	Feb 17	Mar 17	April 17	May 17	June 17	July 17	Aug 17	Year to date 2017/18	Monthly Target 2017/18	Annual Target 2017/18
Infection Prevention and Control																
Clostridium Difficile infections reported	21	3	2	2	2	0	1	3	4	3	1	3	1	12	2	25
MRSA Bacteraemia Infections	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
MSSA Bacteraemia Infections	9	1	1	1	0	0	2	1	0	1	1	0		2	None	None
E. Coli Bacteraemia Infections	31	0	6	7	1	0	3	1	1	1	1	3		6	None	None
MRSA Screening (elective) (%)	95.2	95.1	95.8	91.2	94.8	95.0	95.8	95.5	95.4	95.9	95.9	95.6	95.6	95.7	95%	95%
MRSA Screening (non elective) (%)	94.4	93.9	94.2	94.7	94.7	95.0	94.2	95.2	96.3	95.0	96.1	96.1	97.0	96.1	95%	95%
In Service Pressure Ulcer Incidence																
Grade 2 Avoidable	31	1	6	2	2	4	0	3	2	2	2	2	1	9	0	0
Grade 2 Unavoidable	112	7	9	13	9	5	9	8	10	19	5	10	7	51	None	None
Grade 3 Avoidable	9	0	3	2	1	0	0	0	0	0	1	0	1	2	0	0
Grade 3 Unavoidable	9	0	1	0	0	1	4	1	0	1	3	2	4	10	None	None
Grade 4 Avoidable	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Grade 4 Unavoidable	2	0	0	0	0	1	1	0	0	0	1	0	0	1	None	None
Patient Falls																
Falls reported as serious incidents	5	0	0	1	1	0	0	0	0	0	1	0	1	2	None	None
All Serious Incidents Reported																
Number of Serious Incidents	63	5	7	6	2	4	3	1	2	4	6	1	5	18	None	None

Quality and Safety cont...

Measure	Year end 16/17	Sept 16	Oct 16	Nov 16	Dec 16	Jan 17	Feb 17	Mar 17	April 17	May 17	June 17	July 17	Aug 17	Year to date 2017/18	Monthly Target 2017/18	Annual Target 2017/18
Never Events																
Never Events	5	1	0	3	0	0	0	0	0	0	0	0	0	0	0	0
NHS Safety Thermometer Point Prevalence Trust Level Data																
Harm Free Care (%)	94.17%	93.56	94.9	96.33	93.54	95.49	92.54	93.93	94.31	94.81	93.48	91.15	92.09	93.17	95%	95%
No New Harms (%)	97.94%	97.81	98.58	99.27	98.16	98.62	96.77	97.16	98.47	98.18	97.49	95.24	96.59	97.20	None	None
Safer Surgery																
WHO Safe Surgery Checklist (%)	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Venous Thromboembolism (VTE) Risk Assessment																
VTE Assessment		95.74	96.01	95.64	95.31	95.66	95.34	95.96	95.6	95.5	95.4				95%	95%
Mixed Sex Accommodation (MSA)																
MSA including ITU discharge delays>12hrs	361	25	32	31	39	27	33	30	26	17	37	39	31	150	None	None
Patient, Family and Carer Experience																
Complaints (No)	424	24	37	41	31	47	45	49	44	56	42	61	50	253	None	None
Friends and Family Response Rate (%)	23.8%	26.5	20	23.5	20.7	20.0	22.0	23.8	32.2	22.5	23.3	19.5	20.1	20.1	None	None
Friends and Family Test Score (%)	96.6%	96.2	95.8	96.0	96.5	96.6	96.7	96.6	97.1	96.7	97.0	96.2	97.1	97.1	75%	75%

Finance Update



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The position at Month 5

	Financial Plan	YTD Plan	YTD Actual	Variance
	£000s	£000s	£000s	£000s
Income	348,380	143,928	143,237	(691)
Pay	(241,070)	(99,025)	(101,340)	(2,315)
Non-Pay	(108,172)	(44,779)	(46,807)	(2,028)
Total expenditure	(349,242)	(143,804)	(148,147)	(4,343)
EBITDA	(862)	124	(4,910)	(5,034)
Finance Costs	(14,516)	(6,012)	(5,953)	59
Surplus/(deficit) before Phased Spend and STF	(15,378)	(5,888)	(10,862)	(4,974)
STF	9,315	2,639	2,639	0
Surplus/(deficit) before Phased Spend	(6,063)	(3,249)	(8,223)	(4,974)
Adjusted STF - A&E Penalties	0	0	(209)	(209)
Adjusted Surplus/(deficit) before Phased Spend	(6,063)	(3,249)	(8,432)	(5,183)
Corrective Actions for STF	0	0	725	725
Reserves	0	0	729	729
Phased spend adjustment	-	(482)	(482)	0
Plan as described in NHSI Financial Template	(6,063)	(3,731)	(7,461)	(3,730)

At the end of month 5 the Trust had planned to deliver an in year deficit before phased spend and STF of £5.888 million and actually recorded a deficit of £10.862 million, £4.974 million worse than plan.

Delivery of the Agency Ceiling

	Agency Ceiling YTD Expenditure £000s	Agency YTD £000s	Variance ((Under)/Over) £000s	Annual Agency Ceiling £000s	Agency Cap Spent YTD %
Agency	4,830	7,718	2,888	10,559	73.1%

Total agency spend for April 2017 – August 2017 amounted to £7.718 million, £2.888 million above the Agency Ceiling set by NHSI.

Forecast Outturn

			April	May	June	July	August	September	October	November	December	January	February	March	Total
Income			26727	30218	31043	29065	28820	29797	30826	31007	28450	30653	29113	30979	356697
Pay			-19810	-20516	-20380	-20200	-20434	-20468	-20400	-20579	-20843	-20947	-20780	-20726	-246083
Non Pay			-8588	-9661	-9830	-9462	-9266	-9646	-9916	-9603	-9418	-9593	-9604	-9743	-114331
Total Expenditure			-28398	-30177	-30210	-29662	-29700	-30114	-30316	-30182	-30262	-30540	-30385	-30469	-360414
EBITDA			-1671	41	833	-597	-880	-317	510	825	-1811	113	-1272	510	-3717
Finance Costs			-1151	-1194	-1195	-1196	-1217	-1191	-1191	-1191	-1191	-1191	-1191	-1191	-14287
Surplus / (deficit)			-2822	-1153	-362	-1793	-2097	-1508	-681	-366	-3002	-1077	-2463	-681	-18004
Cumulative			-2822	-3975	-4337	-6130	-8227	-9735	-10416	-10782	-13784	-14861	-17324	-18004	

The Trust is now forecasting a deficit of £18.004m, £11.941m away from its control total set by NHSI

CIP Delivery

Scheme	Savings Target In Year £000s	M5 Plan	M5 Actual	Variance	Identified IEP CIP PYE	Shortfall to be identified	FYE IEP CIP Identified	FYE as per Board Paper	RAG
Procurement	1600	521	521	0	1378	-222	1532	1600	AG
Unavailability Improvement	650	0	0	0	0	-650	0	1300	R
Bed Realignment	1000	0	0	0	0	-1000	0	3500	RA
Outpatient Theatre Review	1200	0	0	0	1200	0	2500	2500	A
Bank Rate Review	220	0	0	0	0	-220	0	350	R
SCG tier 1/2/3	413	88	104	15	315	-98	415	550	G
USCG tier 1/2/3	580	0	0	0	0	-580	0	640	R
W&C's tier 1/2/3	201	98	98	0	200	-1	110	402	AG
Agency Cap Savings	1050	0	0	0	0	-1050	0	1400	RA
Cease all HCA Agency	90	0	0	0	0	-90	0.0	100	R
Carter Support Services	375	136	85	-51	345	-30	358	660	A
Corporate Services	500	155	161	6	477	-23	500	500	G
Total	7879	998	969	-29	3916	-3963.4	5414	13502	
Assumed CIP Savings	-1076								
Total CIP Achieved	6803							13492	

Cash

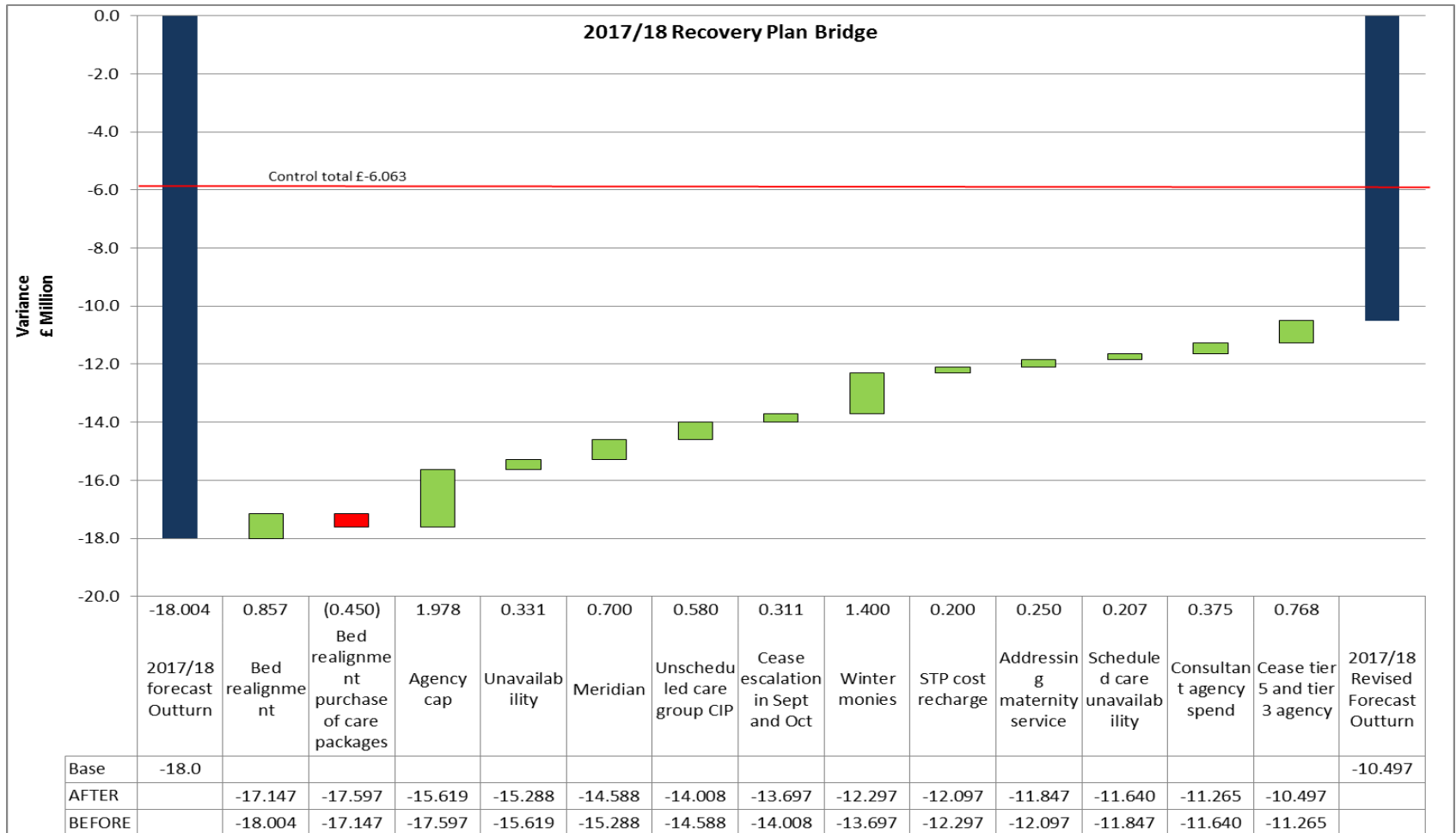
Cashflow 2017/18

	Actual	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Total To Date
	August Month	September Month	October Month	November Month	December Month	January Month	February Month	March Month	And Forecast
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Income I&E	28,628	26,872	31,074	26,893	26,802	29,493	29,594	46,260	355,836
Pay I&E	(20,258)	(20,693)	(20,652)	(20,724)	(20,967)	(20,961)	(20,855)	(20,932)	(246,081)
Non Pay I&E	(8,979)	(10,614)	(9,760)	(10,056)	(11,032)	(10,229)	(7,843)	(9,623)	(114,332)
Finance Costs I&E (inc Capital)	(394)	(2,386)	(950)	(1,319)	(1,345)	(1,246)	(1,644)	(4,791)	(15,287)
TOTAL I&E	(1,004)	(6,820)	(288)	(5,207)	(6,542)	(2,943)	(748)	10,914	(19,865)
Revolving Working Capital - I&E Deficit	3,074	1,902	0	0	0	0	670	417	6,063
TOTAL CASHFLOW	2,070	(4,918)	(288)	(5,207)	(6,542)	(2,943)	(78)	11,331	(13,802)
Creditor Suppression required to Fund additional I&E Deficit									
Agency off contract to 6 months		400	400	400	400	400	400		2,400
Other Non-NHS Suppliers extended to 68 days		2,201							2,201
Change to 60 days			-540	62	67	72	76	34	(229)
Benefit already gained on Non-NHS AP Control account		578	578	578	578	578	578	578	4,047
TOTAL CASHFLOW AFTER ADDITIONAL CREDITOR SUPPRESSION	2,070	(1,739)	150	(4,166)	(5,497)	(1,893)	977	11,943	(5,383)
Working Capital Support required		1,756	0	1,441	5,353	1,749	1,674	(6,590)	5,383
PRH A&E Streaming - Expenditure	0	0	(250)	(500)	(250)	0	0	0	(1,000)
Other 'timing' cashflows	(1,099)	(265)	394	644	394	144	(2,651)	(5,353)	(2,925)
Cash b/f	3,264	4,236	3,987	4,282	1,700	1,700	1,700	1,700	5,625
Cash c/f	4,236	3,987	4,282	1,700	1,700	1,700	1,700	1,700	1,700

Cashflow 2018/19

Forecast	Forecast	Forecast	Forecast	Forecast
April Month	May Month	June Month	July Month	August Month
£000's	£000's	£000's	£000's	£000's
28,950	29,988	27,913	33,354	27,913
(19,821)	(20,029)	(19,821)	(19,821)	(20,029)
(8,483)	(10,423)	(8,483)	(8,483)	(10,423)
(850)	(850)	(850)	(850)	(850)
(204)	(1,314)	(1,241)	4,200	(3,389)
920	919	920	0	0
716	(395)	(321)	4,200	(3,389)
716	(395)	(321)	4,200	(3,389)
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0
1,700	2,417	2,021	1,701	5,900
2,417	2,021	1,701	5,900	2,512

2017/18 Recovery Plan Bridge



SUSTAINABILITY COMMITTEE – 26th September 2017
FINANCE REPORT – MONTH 05

Paper 11

1. Income & Expenditure position

The financial position of the Trust at the end of month 5 is presented in the table below:

	Financial Plan	YTD Plan	YTD Actual	Variance
	£000s	£000s	£000s	£000s
Income	348,380	143,928	143,237	(691)
Pay	(241,070)	(99,025)	(101,340)	(2,315)
Non-Pay	(108,172)	(44,779)	(46,807)	(2,028)
Total expenditure	(349,242)	(143,804)	(148,147)	(4,343)
EBITDA	(862)	124	(4,910)	(5,034)
Finance Costs	(14,516)	(6,012)	(5,953)	59
Surplus/(deficit) before Phased Spend and STF	(15,378)	(5,888)	(10,862)	(4,974)
STF	9,315	2,639	2,639	0
Surplus/(deficit) before Phased Spend	(6,063)	(3,249)	(8,223)	(4,974)
Adjusted STF - A&E Penalties	0	0	(209)	(209)
Adjusted Surplus/(deficit) before Phased Spend	(6,063)	(3,249)	(8,432)	(5,183)
Corrective Actions for STF	0	0	725	725
Reserves	0	0	729	729
Phased spend adjustment	-	(482)	(482)	0
Plan as described in NHSI Financial Template	(6,063)	(3,731)	(7,461)	(3,730)

At the end of month 5 the Trust had planned to deliver an in year deficit before phased spend and STF of £5.888 million and actually recorded a deficit of £10.862 million, £4.974 million worse than plan.

2. Income

3.1 Income – Performance to date

Five months into the new financial year, the Trust had planned to receive income amounting to £143.928 million and had generated income amounting to £143.237 million, an under performance of £0.691 million.

	YTD Budget	YTD Actual	Variance	Variance %	YTD Budget	YTD Actual	Financial Variance Value	Price Variance	Volume Variance
	Activity	Activity	Activity		£000s	£000s	£000s	£000s	£000s
Accident and Emergency (Attendances)	46,290	47,406	1,116	2.4%	6,009	6,267	258	113	145
Outpatient Appts (Attendances)	182,303	179,268	(3,035)	(1.7%)	20,738	20,338	(399)	9	(408)
Elective Day Cases	19,864	19,854	(10)	(0.1%)	12,439	12,723	284	121	164
Elective Inpatient (Spells)	2,586	2,441	(145)	(5.6%)	7,524	7,513	(12)	280	(292)
Non Elective (Spells)	20,388	20,849	461	2.3%	40,000	41,000	1,000	(418)	1,419
Non Elective Other	3,374	3,105	(269)	(8.0%)	6,603	6,184	(419)	57	(476)
Emergency Threshold					(1,241)	(1,617)	(376)	(376)	
Education					4,777	4,832	55	55	
Injury Cost Recovery					584	512	(72)	(72)	
Private Patients					552	559	7	7	
Others (Inc Reserves)					45,943	44,926	(1,017)	(1,017)	
Total	274,806	272,923	(1,883)	(0.7%)	143,928	143,237	(691)	(1,243)	552
Corrective Actions for STF					0	725	725	725	
Sustainability & Transformation Funds					2,639	2,430	(209)	(209)	
Total after STF and Phasing	274,806	272,923	(1,883)	(0.7%)	146,567	146,392	(175)	(727)	552

A number of observations can be made from the above table, these being:

- i) STF income is less than plan (£0.209 million) due to none delivery of the national A&E target in Q1.
- ii) Accident and Emergency attendances are above planned levels by 2%, this is mainly at the PRH site.
- iii) Outpatient attendances are underperforming to date namely within; Neurology, ENT and T&O.
- iv) Elective Daycase activity is broadly balanced to date, with an overperformance in Oral Surgery and Ophthalmology offsetting an underperformance in Gastro.
- v) Elective Inpatient spells have underperformed against plan by 145 spells (6%). The Trust is seeing a richer casemix within this point of delivery which as you can see from the above is generating a price variance of £0.280 million offset against a volume variance of £0.292 million.
- vi) Non Elective activity is 461 spells higher than the planned levels (2%) and is 2% higher than the activity levels seen in the previous financial year during the same period (April – August).
- vii) Other clinical income is underperforming to date by £1.017 million, this is made up of an underperformance in Adult Critical Care, the loss of JAG accreditation in the first three months of the financial year, a lower level of bookings within maternity (impacting antenatal pathway payments) and radiology.

	Apr	May	Jun	Average Per Month Apr-Jun	Jul	Aug	Sep	Average Per Month Jul-Sep	Oct	Nov	Dec	Average Per Month Oct-Dec	Jan	Feb	Mar	Average Jan-Mar	Annual
A&E	8,870	9,677	9,538	9,362	9,949	9,372	9,190	9,504	9,427	8,840	8,852	9,039	8,764	8,316	9,551	8,877	109,229
Outpatient Attendances	31,303	37,928	37,769	35,667	36,154	36,114	37,725	36,664	39,574	40,721	30,831	37,042	40,339	35,807	36,935	37,694	444,234
Elective Daycases	3,761	4,161	3,991	3,971	3,815	4,126	3,933	3,958	4,129	4,118	3,689	3,979	4,112	3,967	4,491	4,190	48,304
Elective Inpatient Spells	397	484	525	469	553	482	490	508	560	561	464	528	454	468	476	466	6,059
Emergency Spells	4,015	4,269	4,235	4,173	4,232	4,098	4,254	4,195	4,138	4,219	4,436	4,264	4,346	4,107	4,534	4,329	50,423
Maternity/Non Elective Other Spells	613	649	603	622	556	684	676	639	745	697	638	694	634	633	693	653	8,090

Elective Day Case

	Apr	May	Jun	Average Per Month Apr-Jun	Jul	Aug	Sep	Average Per Month Jul-Sep	Oct	Nov	Dec	Average Per Month Oct-Dec	Jan	Feb	Mar	Average Jan-Mar	Annual
17/18 Plan	3,675	3,977	4,135	3,929	4,050	4,027	3,933	4,003	4,129	4,118	3,689	3,979	4,112	3,967	4,491	4,190	48,304
Actual	3,761	4,161	3,991	3,971	3,815	4,126		3,971				0				0	19,854
Variance	86	184	(144)	42	(235)	99		(33)				(3,979)				(4,190)	
16/17	3,814	3,577	3,874	3,755	3,811	3,919	3,895	3,875	3,751	3,895	3,576	3,741	3,742	3,695	4,436	3,987	45,985
15/16	3,479	3,354	3,584	3,472	3,869	3,336	3,625	3,610	3,658	3,618	3,585	3,620	3,512	3,513	3,658	3,561	42,791
14/15	3,391	3,370	3,488	3,416	3,640	3,337	3,526	3,501	3,498	3,311	3,146	3,318	3,137	3,051	3,732	3,307	40,627

Elective Inpatient

	Apr	May	Jun	Average Per Month Apr-Jun	Jul	Aug	Sep	Average Per Month Jul-Sep	Oct	Nov	Dec	Average Per Month Oct-Dec	Jan	Feb	Mar	Average Jan-Mar	Annual
17/18 Plan	446	549	545	513	533	512	490	512	560	561	464	528	454	468	476	466	6,059
Actual	397	484	525	469	553	482		518				0				0	2,441
Variance	(49)	(65)	(20)	(45)	20	(30)		5				(528)				(466)	
16/17	490	493	558	525	484	505	505	3,875	498	551	489	3,741	390	424	556	3,987	5,963
15/16	551	528	564	548	605	571	536	571	601	526	509	545	524	481	497	501	6,493
14/15	581	616	590	596	646	575	571	597	609	603	502	571	465	515	531	504	6,804

Non Elective

	Apr	May	Jun	Average Per Month Apr-Jun	Jul	Aug	Sep	Average Per Month Jul-Sep	Oct	Nov	Dec	Average Per Month Oct-Dec	Jan	Feb	Mar	Average Jan-Mar	Annual
17/18 Plan	4,094	4,036	4,158	4,096	4,062	4,038	4,254	4,118	4,138	4,219	4,436	4,264	4,346	4,107	4,534	4,329	50,423
Actual	4,015	4,269	4,235	4,173	4,232	4,098		4,165				0				0	20,849
Variance	(79)	233	77	77	170	60		47				(4,264)				(4,329)	
16/17	3,993	4,125	4,158	3,755	4,159	3,974	4,099	3,875	4,057	4,207	4,310	3,741	4,149	3,860	4,528	3,987	49,619
15/16	3,931	3,998	3,957	3,962	4,091	3,751	3,980	3,941	4,300	4,302	4,368	4,323	4,182	4,081	4,288	4,184	49,229
14/15	3,947	4,091	3,879	3,972	4,093	3,545	3,792	3,810	4,024	3,871	4,202	4,032	3,891	3,656	4,160	3,902	47,151

Maternity/Non Elective Other

	Apr	May	Jun	Average Per Month Apr-Jun	Jul	Aug	Sep	Average Per Month Jul-Sep	Oct	Nov	Dec	Average Per Month Oct-Dec	Jan	Feb	Mar	Average Jan-Mar	Annual
17/18 Plan	621	711	665	665	716	662	676	685	745	697	638	694	634	633	693	653	8,090
Actual	613	649	603	622	556	684		620				0				0	3,105
Variance	(8)	(62)	(62)	(44)	(160)	22		(65)				(694)				(653)	
16/17	606	697	631	3,755	666	646	677	3,875	712	689	648	3,741	669	647	675	3,987	7,963
15/16	631	629	597	619	663	625	657	648	714	632	608	651	650	659	633	647	7,698
14/15	593	601	601	598	613	605	671	630	624	561	604	596	570	493	607	557	7,143

Outpatients

	Apr	May	Jun	Average Per Month Apr-Jun	Jul	Aug	Sep	Average Per Month Jul-Sep	Oct	Nov	Dec	Average Per Month Oct-Dec	Jan	Feb	Mar	Average Jan-Mar	Annual
17/18 Plan	31,702	39,279	39,186	36,722	35,718	36,418	37,725	36,620	39,574	40,721	30,831	37,042	40,339	35,807	36,935	37,694	444,234
Actual	31,303	37,928	37,769	35,667	36,154	36,114		36,134				0				0	179,268
Variance	(399)	(1,351)	(1,417)	(1,056)	436	(304)		(486)				(37,042)				(37,694)	
16/17	35,444	35,987	37,404	3,755	34,449	37,056	38,043	3,875	36,417	39,050	31,059	3,741	37,037	34,626	39,227	3,987	435,799
15/16	33,528	31,339	37,702	34,190	35,376	31,977	36,501	34,618	35,680	36,293	32,299	34,757	33,557	33,831	34,304	33,897	412,387
14/15	32,708	32,634	35,016	33,453	36,839	30,320	35,548	34,236	35,814	33,549	30,576	33,313	32,859	30,892	35,051	32,934	401,806

A&E

	Apr	May	Jun	Average Per Month Apr-Jun	Jul	Aug	Sep	Average Per Month Jul-Sep	Oct	Nov	Dec	Average Per Month Oct-Dec	Jan	Feb	Mar	Average Jan-Mar	Annual
17/18 Plan	8,665	9,553	9,286	9,168	9,682	9,104	9,190	9,325	9,427	8,840	8,852	9,039	8,764	8,316	9,551	8,877	109,229
Actual	8,870	9,677	9,538	9,338	9,949	9,372		9,661				0				0	47,406
Variance	205	124	252	370	267	268		335				(9,039)				(8,877)	
16/17	8,703	9,523	9,143	3,755	9,729	9,058	9,025	3,875	9,352	8,724	8,616	3,741	8,357	7,995	9,282	3,987	107,507
15/16	9,410	9,268	9,339	9,339	9,253	9,094	8,731	9,026	8,892	8,616	8,397	8,635	8,828	8,652	9,466	8,982	107,946
14/15	9,246	9,642	9,779	9,556	9,983	9,069	9,217	9,423	9,157	8,714	8,822	8,898	8,277	7,856	9,598	8,577	109,360

3. Expenditure

4.1 Pay

To date the pay spend amounted to £101.340 million against a plan of £99.025 million resulting in an overspend of £2.315 million, predominately due to the continued use of agency and non delivery of key CIP schemes

A significant element of the pay overspend relates to the continuing use of agency above those levels planned and continue to spend well in excess of the Agency Ceiling set by NHSI.

	Agency Ceiling YTD Expenditure £000s	Agency YTD £000s	Variance ((Under)/Over) £000s	Annual Agency Ceiling £000s	Agency Cap Spent YTD %
Agency	4,830	7,718	2,888	10,559	73.1%

Total agency spend for April 2017 – August 2017 amounted to £7.718 million, £2.888 million above the Agency Ceiling set by NHSI.

4.2 Non Pay

To date the non pay spend amounted to £46.807 million against a plan of £44.779 million resulting in an overspend of £2.028 million.

The table below highlights the average run rate for non pay since May 2015, these cost have adjusted to remove high cost drugs and devices as these can vary significantly month on month.

Total Non Pay Spend (excluding Pass Through Costs and High Cost Drugs)	
Period	£000s
Apr-Jun 2015 (Avg)	6,005
Jul-Sep 2015 (Avg)	6,241
Oct-Dec 2015 (Avg)	6,189
Jan-Mar 2016 (Avg)	6,381
Apr-Jun 2016 (Avg)	6,243
Jul-Sep 2016 (Avg)	6,680
Oct-16	6,541
Nov-16	6,578
Dec-16	6,091
Jan-17	6,406
Feb-17	6,440
Mar-17	6,704
Apr-17	6,441
May-17	6,834
Jun-17	6,792
Jul-17	7,090
Aug-17	6,763

Excludes Pass Through Costs and High Cost Drugs

4. Trust Capital Programme

The Trust's Capital Programme for 2017/18 is presented in the table below:

The Shrewsbury and Telford Hospital NHS Trust								
2017/18 Capital Programme Update as at Month 05 (August 2017)								
Scheme	2017/18 Capital Budget	2017/18 Spend to date	Expenditure committed - ordered	Total expenditure/ committed to date	Expenditure committed - to be ordered	Scheme yet to be identified	Forecast Outturn	Variance under/ (over) spend
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Outstanding Commitments from 2016/17	200	-58	76	18	99	83	200	0
Pre-Committed Schemes								
MRI Scanners x3 Enabling Works not completed 16.17	1,501	245	1,161	1,406	95	0	1,501	0
Ophthalmology move into Copthorne Building - not completed 16.17	373	636	42	679	0	0	679	-306
Ophthalmology move into Copthorne Building - (F&E agreed by CPG)	65	7	60	66	0	0	66	-1
Medicines Stock Management (agreed at Sustainability Cttee Feb 17)	305	0	0	0	305	0	305	0
Additional Car Parking Spaces (agreed at Feb CPG)	50	0	0	0	50	0	50	0
E-Rostering Software Implementation - I-pads	50	20	16	36	14	0	50	0
In House costs of delivery of schemes	820	272	406	678	142	0	820	0
Replacement Linac (condition of Lingen Davies Grant)	366	0	0	0	366	0	366	0
RSH MLU/PAU - P2 FCHS	100	0	0	0	100	0	100	0
PRH IT Computer Room Infrastructure	450	0	0	0	450	0	450	0
Contingency Fund - Estates	170	75	103	178	0	0	178	-8
Contingency Fund - Medical Equipment	130	0	0	0	0	130	130	0
Contingency Fund - IT Equipment	130	23	4	26	0	104	130	0
Contingency Fund - Non-Patient Connected Equipment Replacement	35	0	0	0	0	35	35	0
Contingency Fund - VitalPac/PSAG	25	0	0	0	0	25	25	0
Contingency Fund - Support Services Care Group Equipment	100	0	0	0	0	100	100	0
Contingency Fund - Facilities Equipment	25	0	0	0	0	25	25	0
Contingency Fund - Patient Environment (inc Furniture)	25	0	0	0	0	25	25	0
Total Delegated Contingency Funds	640	98	107	204	0	444	648	-8
Capitalisation of Expenditure	1,200	446	688	1,134	66	0	1,200	0
Corporate Contingency (In Year Allocations)	960	42	94	137	92	732	960	0
Estates Risks Rated Priority 1								
Ward Block calorifiers	150	15	154	169	0	0	169	-19
Continuation of fire safety strategy	400	5	24	29	371	0	400	0
Subway duct - Phase 2	730	0	0	0	730	0	730	0
RSH ward block lifts	190	13	156	168	22	0	190	0
New In Year Capital Projects								
NIY PRH A&E Streaming Capital Project (PDC)	1,000	0	1	1	999	0	1,000	0
Total Capital Schemes	9,550	1,740	2,985	4,725	3,900	1,258	9,884	-334
Overcommitted/Unallocated	-100	0	0	0	0	-100	-100	0
Total	9,450	1,740	2,985	4,725	3,900	1,158	9,784	-334

The Capital Resource Limit (CRL) for 2017/18 has been set at the historic amount of £8.450 million in respect of Internally Generated CRL. In addition, the Trust has been allocated £1.000 million PDC for PRH A&E Streaming Capital Project – giving a Capital Programme total of £9.450 million.

At Month 05, £1.740 million of the Capital Programme has been expensed, with £2.985 million committed but not yet expensed. A further £3.900 million has been allocated to schemes but not yet ordered. £1.158 million has yet to be committed to individual schemes – however after allocating funds in respect of the overcommitments (mainly relating to Ophthalmology Services into Copthorne Building Phase 1) of £0.334 million, this leaves an uncommitted allocation to £0.824 million which is mainly held in Contingency Funds.

5. Trust cash position

Cashflow 2017/18

	Actual	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Total To Date
	August Month	September Month	October Month	November Month	December Month	January Month	February Month	March Month	And Forecast
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Income I&E	28,628	26,872	31,074	26,893	26,802	29,493	29,594	46,260	355,836
Pay I&E	(20,258)	(20,693)	(20,652)	(20,724)	(20,967)	(20,961)	(20,855)	(20,932)	(246,081)
Non Pay I&E	(8,979)	(10,614)	(9,760)	(10,056)	(11,032)	(10,229)	(7,843)	(9,623)	(114,332)
Finance Costs I&E (inc Capital)	(394)	(2,386)	(950)	(1,319)	(1,345)	(1,246)	(1,644)	(4,791)	(15,287)
TOTAL I&E	(1,004)	(6,820)	(288)	(5,207)	(6,542)	(2,943)	(748)	10,914	(19,865)
Revolving Working Capital - I&E Deficit	3,074	1,902	0	0	0	0	670	417	6,063
TOTAL CASHFLOW	2,070	(4,918)	(288)	(5,207)	(6,542)	(2,943)	(78)	11,331	(13,802)
Creditor Suppression required to Fund additional I&E Deficit									
Agency off contract to 6 months		400	400	400	400	400	400		2,400
Other Non-NHS Suppliers extended to 68 days		2,201							2,201
Change to 60 days			-540	62	67	72	76	34	(229)
Benefit already gained on Non-NHS AP Control account		578	578	578	578	578	578	578	4,047
TOTAL CASHFLOW AFTER ADDITIONAL CREDITOR SUPPRESSION	2,070	(1,739)	150	(4,166)	(5,497)	(1,893)	977	11,943	(5,383)
Working Capital Support required		1,756	0	1,441	5,353	1,749	1,674	(6,590)	5,383
PRH A&E Streaming - Expenditure	0	0	(250)	(500)	(250)	0	0	0	(1,000)
Other 'timing' cashflows	(1,099)	(265)	394	644	394	144	(2,651)	(5,353)	(2,925)
Cash b/f	3,264	4,236	3,987	4,282	1,700	1,700	1,700	1,700	5,625
Cash c/f	4,236	3,987	4,282	1,700	1,700	1,700	1,700	1,700	1,700

Cashflow 2018/19

Forecast	Forecast	Forecast	Forecast	Forecast
April Month	May Month	June Month	July Month	August Month
£000's	£000's	£000's	£000's	£000's
28,950	29,988	27,913	33,354	27,913
(19,821)	(20,029)	(19,821)	(19,821)	(20,029)
(8,483)	(10,423)	(8,483)	(8,483)	(10,423)
(850)	(850)	(850)	(850)	(850)
(204)	(1,314)	(1,241)	4,200	(3,389)
920	919	920	0	0
716	(395)	(321)	4,200	(3,389)
716	(395)	(321)	4,200	(3,389)
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0
1,700	2,417	2,021	1,701	5,900
2,417	2,021	1,701	5,900	2,512

- The above 2017/18 cashflow is based on an I&E deficit of £18.004 million
- Receipt of cash support is assumed in line with the agreed Control Total Plan of £6.063 million
- There is a cash requirement of £11.941 million to underpin the additional deficit
- In addition, the above assumes the Trust will not meet the criteria to receive Quarter 2 STF of £1.861 million
- Total cash shortfall of £13.802 million will have to be supported in cash by increasing payment terms to non-NHS creditors – it is estimated that £8.419 million can be released in total
- Included within this level of cash release, there is an assumption that we will be able to increase our payment terms to the suppliers of off-contract agency nurses to 6 months

- It is estimated that realistically the maximum number of days that other non-NHS creditors can be increased to is c60 days. These creditors include our suppliers of drugs, critical medical supplies, transport, etc and they may refuse to supply the Trust on these payment terms
- The remaining shortfall of £5.383 million will need to be secured as a Working Capital loan. There is no guarantee of success in receiving this funding and the application will be subject to great scrutiny.
- The Trust has already received £1.756 million of Working Capital loan to support the timing cashflow issues the Trust is facing.
- As required by NHSI, the Trust is liaising our local Commissioners to receive payments in a timely manner - this is not currently assumed in above

6. Forecast Outturn

Given the overspend that exists to date, the expected position at the end of the 2017/18 financial year is a £18.004 million deficit, assuming the current trends continue and no corrective action is taken. This takes us to £11.941 million above the agreed control total with NHSI.

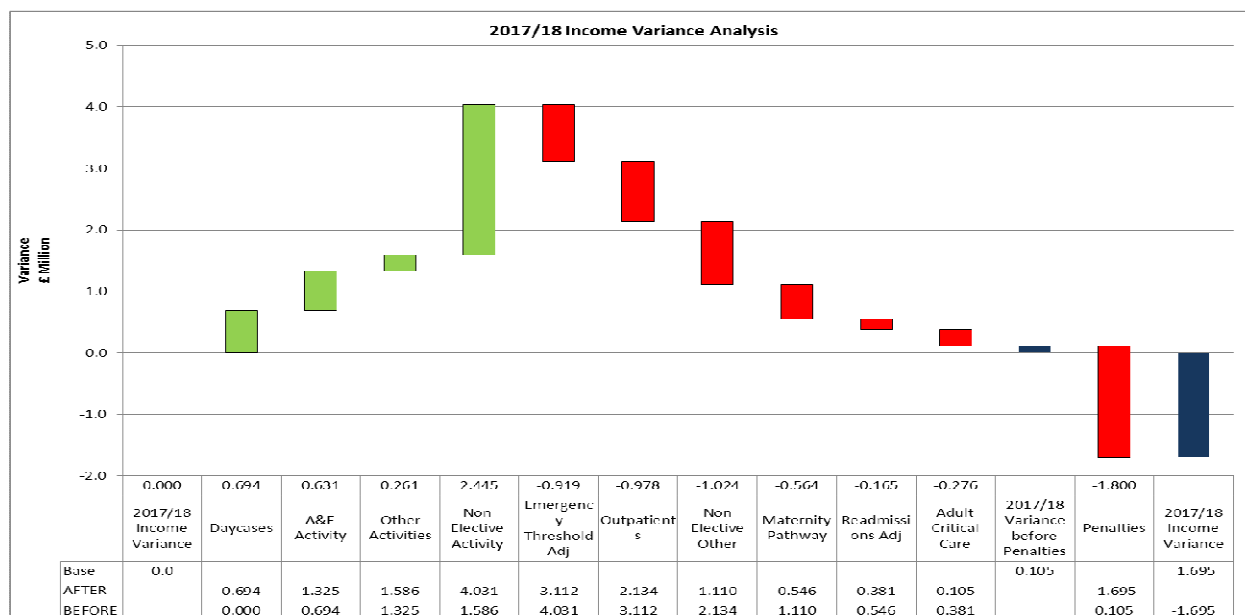
		April	May	June	July	August	September	October	November	December	January	February	March	Total
Income		26727	30218	31043	29065	28717	29811	30841	31022	28464	30668	29127	30994	356697
Pay		-19810	-20516	-20380	-20200	-20434	-20468	-20400	-20579	-20843	-20947	-20780	-20726	-246083
Non Pay		-8588	-9661	-9830	-9462	-9266	-9646	-9916	-9603	-9418	-9593	-9604	-9743	-114331
Total Expenditure		-28398	-30177	-30210	-29662	-29700	-30114	-30316	-30182	-30262	-30540	-30385	-30469	-360414
EBITDA		-1671	41	833	-597	-983	-303	525	840	-1798	128	-1258	525	-3717
Finance Costs		-1151	-1194	-1195	-1196	-1217	-1191	-1191	-1191	-1191	-1191	-1191	-1191	-14287
Surplus / (deficit)		-2822	-1153	-362	-1793	-2200	-1493	-666	-351	-2988	-1062	-2448	-665	-18004
Cumulative		-2822	-3975	-4337	-6130	-8330	-9823	-10489	-10840	-13828	-14891	-17339	-18004	

The table below details the variances from plan that have led to the £18m deficit.

	£m
2017/18 Control Total	(6.063)
Variance From Plan	
Income	(1.695)
Pay	(9.487)
Non Pay	(0.759)
	(11.941)
2017/18 Forecast Outturn	(18.004)

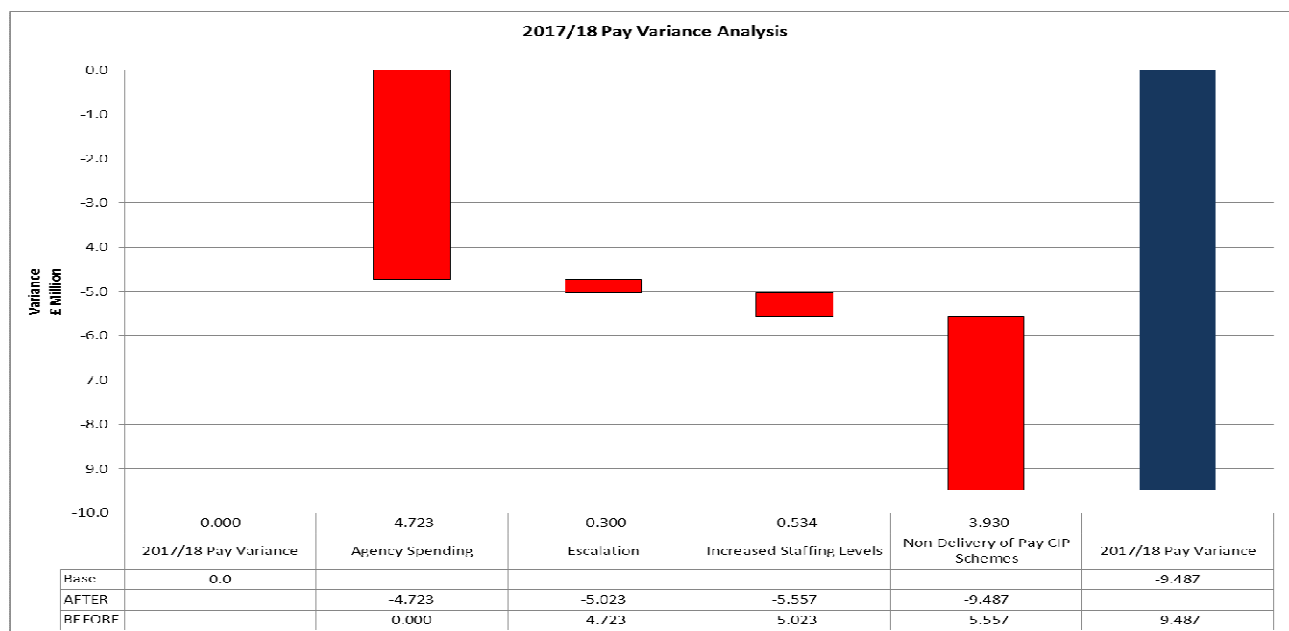
The two key variances within the forecast are the income and pay variances. Detailed below is a bridge analysis for both income and pay to highlight the key issues within each area.

Income Variance Bridge Analysis



- Excludes winter funding from Shropshire CCG £1.4m
- Includes Winter Funding from NHS T&W CCG of £1.0m
- Includes a sum for contract penalties of £1.8m

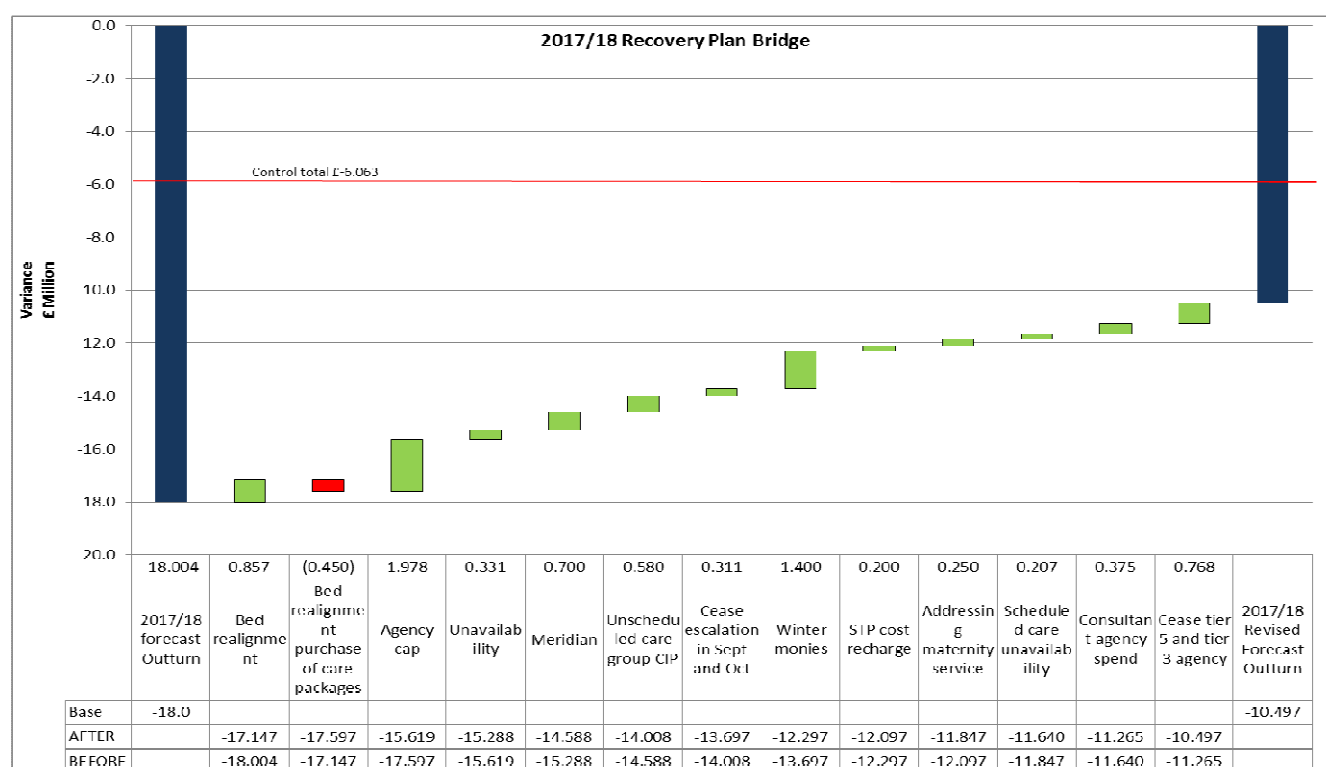
Pay Variance Bridge analysis



The significant elements of variance related to the continued use of agency and non delivery of key CIP schemes.

7. Recovery Plan

The below diagram highlights the key actions highlighted for delivery.



A more detailed analysis of this recovery plan is included within the Finance Presentation and the schemes are detailed within the Appendices.

Pay Spend

Appendix

	Jan – Mar 15	Apr- Jun-15	July– Sep-15	Oct – Dec-15	Jan – Mar-16	Apr- Jun-16	Jul- Sep-16	Oct-16 £000's	Nov-16 £000's	Dec-16 £000's	Jan-17 £000's	Feb-17 £000's	Mar-17 £000's	Apr-17 £000's	May-17 £000's	Jun-17 £000's	Jul-17 £000's	Aug-17 £000's
	£000's	£000's	£000's	£000's	£000's	£000's	£000's											
Consultants	3,079	3,140	3,282	3,179	3,218	3,361	3,443	3,447	3,640	3,422	3,415	3,416	3,358	3,394	3,519	3,562	3,600	3,562
Medical Staffing	2,100	2,207	2,235	2,423	2,268	2,133	2,230	2,224	2,266	2,234	2,234	2,213	2,133	2,243	2,302	2,139	2,177	2,219
Nursing	7,473	7,451	7,413	7,591	7,619	7,649	7,581	7,667	7,750	7,666	8,083	7,973	8,010	7,895	8,238	8,217	8,055	8,225
Other Clinical	2,346	2,415	2,421	2,472	2,477	2,581	2,587	2,546	2,570	2,567	2,592	2,580	2,609	2,610	2,636	2,589	2,603	2,655
Non Clinical	3,269	3,393	3,404	3,449	3,492	3,573	3,601	3,555	3,643	3,610	3,452	3,577	3,622	3,680	3,809	3,872	3,765	3,773
Actual Pay Spend £	18,267	18,606	18,755	19,115	19,074	19,296	19,441	19,438	19,869	19,498	19,776	19,758	19,732	19,822	20,504	20,380	20,200	20,434
Consultants	242	238	243	253	240	246	247	248	254	247	246	246	254	247	255	255	256	254
Medical Staffing	362	358	358	368	349	340	356	355	357	358	368	358	358	369	373	370	351	353
Nursing	2,368	2,322	2,330	2,382	2,416	2,355	2,358	2,385	2,404	2,382	2,408	2,399	2,429	2,391	2,390	2,395	2,411	2,398
Other Clinical	769	761	775	791	795	793	805	805	807	810	812	809	811	813	806	807	809	824
Non Clinical	1,473	1,479	1,502	1,515	1,526	1,533	1,548	1,544	1,561	1,544	1,538	1,540	1,545	1,543	1,548	1,559	1,567	1,576
Actual Pay wte	5,215	5,158	5,208	5,291	5,327	5,267	5,313	5,337	5,384	5,341	5,373	5,353	5,397	5,363	5,372	5,386	5,394	5,405

Agency Usage

	Average Jan-Mar 2015 £000's	Average Apr-Jun 2015 £000's	Average Jul-Sep 2015 £000's	Average Oct-Nov 2015 £000's	Average Jan-Mar 2016 £000's	Average Apr-Jun 2016 £000's	Average Jul-Sep 2016 £000's	Average Oct 2016 £000's	Nov 2016 £000's	Dec 2016 £000's	Jan 2017 £000's	Feb 2017 £000's	Mar 2017 £000's	Apr 2017 £000's	May 2017 £000's	Jun 2017 £000's	Jul 2017 £000's	Aug 2017 £000's
Consultants	172	120	182	150	217	212	286	319	224	226	260	246	260	251	311	311	384	306
Medical Staff	236	285	379	557	478	282	307	311	298	317	276	241	277	279	244	183	211	295
Nursing	781	671	705	667	527	508	516	530	536	634	866	855	1010	786	898	999	988	1057
Other Clinical	22	43	35	52	52	61	51	35	30	29	47	40	36	45	12	23	35	42
Non clinical	83	79	76	79	55	43	52	8	20	22	-3	4	3	4	3	6	7	35
Total Agency Staff Spending	1,293	1,198	1,377	1,506	1,329	1,107	1,213	1,203	1,109	1,228	1,447	1,386	1,585	1,366	1,469	1,522	1,624	1,736

	Average Jan-Mar 2015 WTE	Average Apr-Jun 2015 WTE	Average Jul-Sep 2015 WTE	Average Oct-Dec 2015 WTE	Average Jan-Mar 2016 WTE	Average Apr-Jun 2016 WTE	Average Jul-Sep 2016 WTE	Average Oct 2016 WTE	Nov 2016 WTE	Dec 2016 WTE	Jan 2017 WTE	Feb 2017 WTE	Mar 2017 WTE	Apr 2017 WTE	May 2017 WTE	Jun 2017 WTE	Jul 2017 WTE	Aug 2017 WTE
Consultants	8.62	7.04	8.99	7.48	9.5	10.69	14.18	15.48	15.25	11.96	12.24	12.74	14.56	11.96	15.04	16.18	16.19	15.84
Medical Staff	22.17	21.98	29.53	40.61	37.69	28.28	32.89	31.03	28.57	25.76	25.62	25.94	26.44	26.38	24.32	25.41	20.11	24.28
Nursing	150.19	124.35	117.72	112.69	101.45	85.98	91.91	94.67	95.61	108.20	138.04	136.08	145.73	121.79	136.12	147.58	141.10	147.73
Other Clinical	4.04	8.29	7.76	9.62	11.77	9.81	9.09	7.01	6.47	6.47	8.87	9.07	7.43	10.75	6.61	7.11	6.00	6.48
Non Clinical	22.87	20.94	16.42	12.86	11.49	11.16	13.03	6.89	6.20	5.94	2.87	1.93	1.06	1.00	0.86	1.71	1.44	1.70
Total Agency Staff Spending	207.88	182.6	180.42	183.25	171.9	145.91	161.09	155.08	152.10	158.33	187.64	185.76	195.22	171.88	182.95	197.99	184.84	196.03

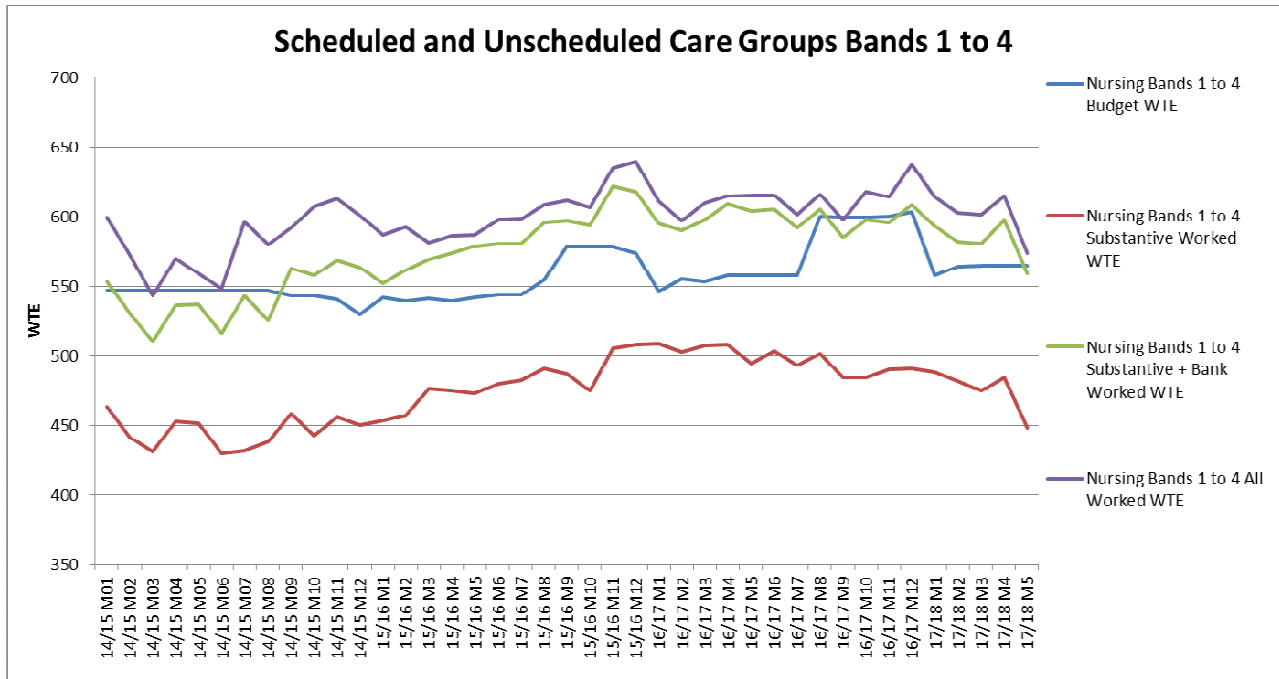
Bank Usage

	Average Jan-Mar 2015 £000's	Average Apr-Jun 2015 £000's	Average Jul-Sep 2015 £000's	Average Oct-Dec 2015 £000's	Average Jan-Mar 2016 £000's	Average Apr-Jun 2016 £000's	Average Jul-Sep 2016 £000's	Average Oct 2016 £000's	Nov 2016 £000's	Dec 2016 £000's	Jan 2017 £000's	Feb 2017 £000's	Mar 2017 £000's	Apr 2017 £000's	May 2017 £000's	Jun 2017 £000's	Jul 2017 £000's	Aug 2017 £000's
Nursing	546	522	533	625	738	524	557	580	607	556	620	568	563	659	634	655	625	111
Other Clinical	36	32	37	38	39	45	45	26	37	28	17	19	49	30	30	25	28	36
Non Clinical	129	127	150	130	135	154	154	122	160	138	102	95	161	116	96	112	118	668
Total Bank Staff	712	681	720	794	912	723	756	728	804	723	739	682	774	805	760	792	772	815

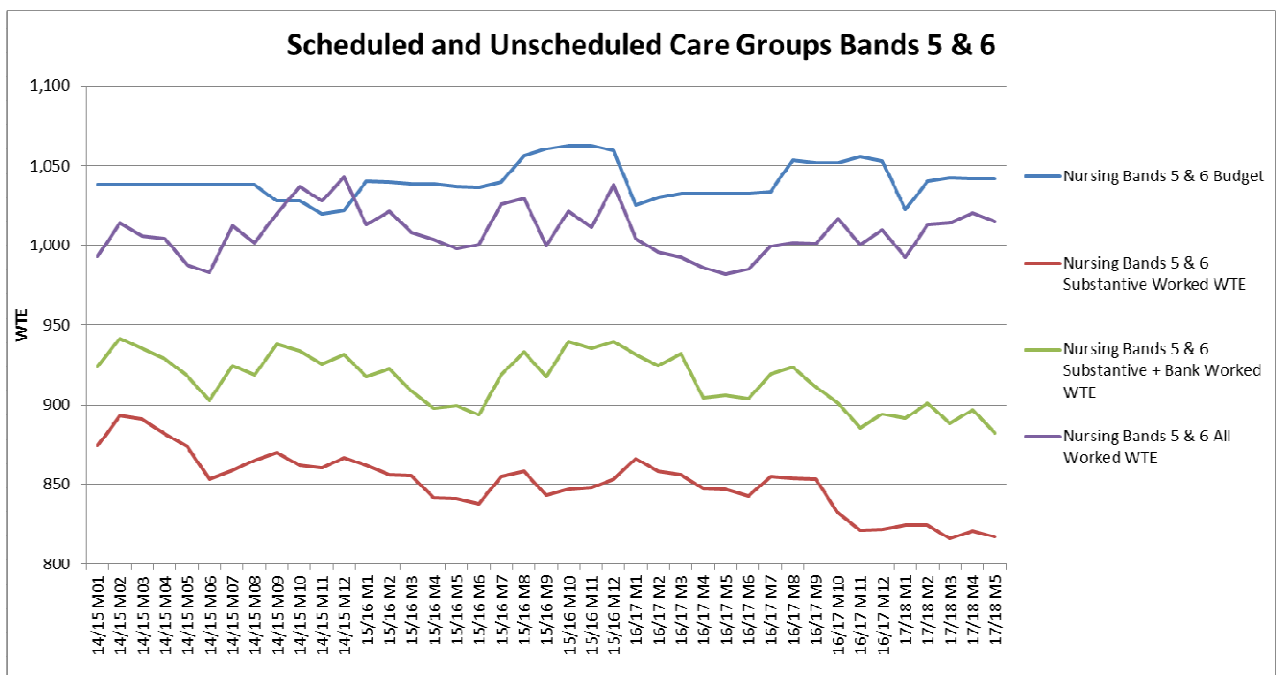
	Average Jan - Mar 2015	Average Apr-Jun 2015	Average Jul-Sep 2015	Average Oct-Dec 2015	Average Jan-Mar 2015	Average Apr-Jun 2015	Average Apr-Jun 2015	Average Jul-Sep 2016	Oct 2016	Nov 2016	Dec 2016	Jan 2017	Feb 2017	Mar 2017	Apr 2017	May 2017	Jun 2017	Jul 2017	Aug 2017
	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE
Nursing	203.56	177.01	177.66	191.66	225.36	167.49	167.49	182.04	178.85	192.64	173.91	195.48	185.55	208.45	192.27	190.58	197.32	204.49	60.98
Other Clinical	10.98	9.51	11.9	11.92	11.73	10.39	10.39	11.58	10.85	12.92	10.67	7.78	8.95	12.78	11.67	11.11	12.54	13.48	16.12
Non Clinical	66.16	60.14	68.75	62.92	70.72	70.60	70.60	71.64	58.42	75.44	62.84	50.05	46.56	51.19	44.62	45.68	48.89	54.80	195.61
Total Bank Staff wte	280.7	246.66	258.31	266.49	307.81	248.48	248.48	265.25	248.12	281.00	247.42	253.31	241.06	272.42	248.56	247.37	258.75	272.77	272.71

Nursing spending - Scheduled and Unscheduled Care Groups

Unqualified



Qualified



Cost Improvement Programme

Scheme	Savings Target In Year £000s	M5 Plan	M5 Actual	Variance	Identified IEP CIP PYE	Shortfall to be identified	FYE IEP CIP Identified	FYE as per Board Paper	RAG
Procurement	1600	521	521	0	1378	-222	1532	1600	AG
Unavailability Improvement	650	0	0	0	0	-650	0	1300	R
Bed Realignment	1000	0	0	0	0	-1000	0	3500	RA
Outpatient Theatre Review	1200	0	0	0	1200	0	2500	2500	A
Bank Rate Review	220	0	0	0	0	-220	0	350	R
SCG tier 1/2/3	413	88	104	15	315	-98	415	550	G
USCG tier 1/2/3	580	0	0	0	0	-580	0	640	R
W&C's tier 1/2/3	201	98	98	0	200	-1	110	402	AG
Agency Cap Savings	1050	0	0	0	0	-1050	0	1400	RA
Cease all HCA Agency	90	0	0	0	0	-90	0.0	100	R
Carter Support Services	375	136	85	-51	345	-30	358	660	A
Corporate Services	500	155	161	6	477	-23	500	500	G
Total	7879	998	969	-29	3916	-3963.4	5414	13502	
Assumed Cip Savings	-1076								
Total Cip Achieved	6803							13492	

Against a plan of £0.998 million at M5 year to date, £0.969 million has been delivered.

There have been shortfalls seen in the Carter services review due to on call Radiology arrangements. This has been partially offset by positive variances within Corporate Services and an earlier delivery in SCG from the overseas income scheme.

Against an annual savings target of £7.879 million, £3.916 million PYE has been confirmed as identified. This has improved from £3.833 million last month, due to procurement schemes being identified as coming to fruition.

Against the full year effect of £13.502 million, £5.414 million has been identified.

Concerns: It is to be noted, that although a FYE of £5.414 million has been identified, this is underpinned by the successful delivery of the operating plan. Long term, adverse variances will be seen within the CIP schemes if the Trust is unable to improve its deficit position against the operating plan. Overall, non-delivery of the planned pay schemes has led to shortfalls within the CIP plan.

Further review:

- i) There are shortfalls across a number of key areas, with improved review required for the pay schemes which have yet to forecast potential savings.
- ii) USCG have embarked on a prioritisation process to identify schemes, as yet these remain to be determined and there are concerns over the QIAs.
- iii) Support Services and W&Cs have identified a number of schemes, albeit they still fall short of their annual target. Potential opportunities are being developed which may offset some of this shortfall. These have yet to come to fruition.
- iv) SCG have identified schemes and developed plans to support these. Slippages within schemes are being offset.
- v) Corporate Services have identified a plan with a FYE of £0.500 million.
- vi) Procurement have developed a plan which demonstrates £2.000 million PYE can be achieved, of which £0.447 million is recorded as an opportunity. However, £0.600 million is at risk if the non-pay spend position does not improve.

Action required:

- **Recovery plan**

Financial Recovery Status										
Objective	Milestones	Executive Sponsor and SRO's	Indicator				Status ££££			Commentary
			Is the task Defined?	Is there a plan?	Is there ownership of plan delivery?	Are we delivering?	RED	AMBER	GREEN	
Creditor Suppression	1)Inform suppliers of Off- Contract Agency Nurses that payments will be increasing to a 6 month payment term	NN	G	G	G	G				No actual saving - this action delays the payment to creditors for expenditure incurred Suppress 1 M per month. Payments in Wk 1 September were £722k against an average of £2m per week. Payments in Wk 2 September were £1.216m.
	2) Payment to other creditor increased to 68 days - Suppliers of drugs, critical medical supplies, transport	NN	G	G	G	G				

Bed Realignment	1) Realign existing bed base to the registered nursing (RN) workforce RN temporary staffing reduction by 41 WTE	NN, all Execs	G	R	A	RA	£ 407,000			Realign scheduled and unscheduled care beds from April to October (total 3.5% improvement). To close ward 8 and ward 21. 6 Beds from SCG identified. 20 from USCG. Need confirmation of Care packages. Ward 21 opened over the weekend, which indicates that the closure date of the 23 September may not be doable either.
	2) Bed Realignment Purchase of Care Packages. Close 50 acute beds	NN, all Execs	G	A	A	A				Assuming 1st October, level of reduction would equate to £857k at substantiate rates, with a cost of £450k to put care packages in place. Net saving of £407k. Even though plans are in place, Care package provider has not been identified - therefore at risk of delivery. Wk 18/09: SCG Plan in place, on target for delivery, discussions with commissioners and Local Authorities regarding potential alternative proposals are on-going however, tender process is continuing as per plan.
Agency Cap	1) Premium saving from Bed Realignment	All	G	RA	A	RA	£ 1,404,000			Interdependent on Bed realignment releasing 41 WTE. Agency Premium saving of £1.404M from October to March. This can only happen if Bed reconfiguration goes to plan and releases the 41 WTE.
	2) No Tier 5 from 1 October - £1,978k	DF	G	RA	A	R	£ 574,000			At week 23: • Tier 5 agency used in the week totalled 36 wte; tier 3 agency totalled 30 wte. Total agency used in the week 114. Currently there is a lack of clarity or clear discernible plan outlining how many are going and from where. Reassurance from Exec Sponsor that a plan is currently under review, SCG have made progress with this, however it needs to be supported by a financial trajectory. There are no clear plans in place for A&E.
	3) Cease Off-Framework agencies from 1 November - £768K	DF	G	R	R	R	£ 768,000			Exec Sponsor has raised concerns over the timescales to deliver, for it is felt that there is a reliant on T3 initially until we can increase T1/2 and bank fill rate. No plan shared.
Meridian	1) Reduce WLI from October	DK,SB,EB	G	AG	AG	A		£ 166,000		There is a clear defined financial trajectory for the reduction in waiting lists for the Theatre element of the plan. This assumes that from October specialties will be achieving 85% utilisation and there will therefore no longer be a reliance on waiting list initiatives. There are some specialties that will still require a level of waiting list as even at 85% utilisation there will still not be enough capacity. As discussed last week at RTT, there is now a plan in place to monitor utilisation at the weekly RTT meeting along with the use of WLI's by specialty. There is a risk with some specialties that are governed by cancer activity and the requirement to achieve the cancer targets (RTT agenda) There was an assumption that SCG would spend £169k on Admitted WLI's, with the 85% utilisation this should reduce by £115k, with a further reduction of £51k for Anaesthetic locums. Therefore the financial forecast for the Theatre element is £166k. This does not include Gastroenterology as this is currently outside the Meridian work plan. Outpatient data has only just become available within the last week and as soon as the specialties have worked through the assumptions and the data validated then the calculations for the Outpatient element will be finalised
	2) Reduction in Consultant PAs Process starts from 1 October, to be completed by 1 December	EB	G	RA	RA	R	£ 100,000			Review in hand to forecast actual savings from aged. Pending information from Meridian. Exec update: any potential savings from PAs would require: 1) Achieving 85% average theatre efficiency 2) Clearing the waiting lists for individual consultants 3) Reviewing their Job plans in the light of their reduced clinical activity following these first two interventions 4) Getting agreement of this in the job plan review Steps identified, but no clear timescales and however around who will do and by when to release the savings.
	3) Consultant Agency Spend/ Remove three Locums following Meridian outcome	DK/SB/EB	G	A	A	A		£ 300,000	£ 200,000	A number of posts have been identified. with imminent savings from: Mr Shawlish (Vascular) – transferred to NHS locum from 11th September Mr Jain – (T & O) – transferred to NHS locum from 11th September Awaiting clarification of a third Consultant that is due to leave the Trust and the leaving date.
							£ 125,000		£ 250,000	

Escalation Closure	To be closed from September to the end of November.	SW,SB,CM,CS	G	R	R	R	£ 317,000		Ward 21 had ceased but is currently open as a Discharge Lounge and there is no clear implementation plan with timescales in place which evidence that Escalation WILL/CAN be ceased. There is a view it will be closed from the end of September, however current trends contradict this.
Winter Funding	1)SAED £1.4m from SCCG	SW	G	AG	G	A		£ 1,400,000	The £1.4m is through the next SAED meeting on 26 September 2017.
STP Cost Recharge	1) £1M from T&W CCG	SW	G	AG	G	A		£ 200,000	The £200k is for Phil Evans to transfer the £197k from NHSI into SaTH's account. In progress
Addressing Maternity Service Over Establishment	2) Current pressure £250k CCG funding.	SW/DF/SB	G	R	RA	R	£ 200,000		CG is concerned over lack of engagement around what is expected and how savings will be delivered.

£4,688,000 **£ 2,391,000** **£ 450,000**

Statement of Financial Position

	March 17	July 17	August 17	Variance to March 17	Variance to July 17
	£000	£000	£000	£000	£000
Property, Plant and Equipment	164,219	162,155	161,816	(2,403)	(339)
Intangible Assets	2,977	2,697	2,638	(339)	(59)
Trade and Other Receivables	1,464	400	512	(952)	112
Total Non Current Assets	168,660	165,252	164,966	(3,694)	(286)
Inventories	7,860	8,645	8,397	537	(248)
Trade and Other Receivables	14,582	22,153	18,502	3,920	(3,651)
Cash and Cash Equivalents	5,682	3,329	4,285	(1,397)	956
Total Current Assets	28,124	34,127	31,184	3,060	(2,943)
Current Trade and Other Payables	(26,831)	(32,584)	(30,824)	(3,993)	1,760
PDC Dividend Payable accrual	0	(1,366)	(1,709)	(1,709)	(343)
Interest on DOH loan	(33)	(139)	(59)	(26)	80
Provisions	(601)	(392)	(426)	175	(34)
Total Current Liabilities	(27,465)	(34,481)	(33,018)	(5,553)	1,463
Net Current Assets/Liabilities	659	(354)	(1,834)	(2,493)	(1,480)
Total Assets less Current Liabilities	169,319	164,898	163,132	(6,187)	(1,766)
DOH loan	(24,507)	(24,221)	(26,212)	(1,705)	(1,991)
Provisions	(214)	(165)	(164)	50	1
Total Assets Employed	144,598	140,512	136,756	(7,842)	(3,756)
Financed by:					
Public dividend capital	199,606	199,606	199,606	0	0
Retained Earnings	(87,762)	(91,848)	(95,604)	(7,842)	(3,756)
Revaluation reserve	32,754	32,754	32,754	0	0

Total Taxpayers' Equity	144,598	140,512	136,756	(7,842)	(3,756)
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SUSTAINABILITY COMMITTEE – 26th September 2017
FINANCE REPORT – MONTH 05

Paper 2

1. Income & Expenditure position

The financial position of the Trust at the end of month 5 is presented in the table below:

	Financial Plan	YTD Plan	YTD Actual	Variance
	£000s	£000s	£000s	£000s
Income	348,380	143,928	143,237	(691)
Pay	(241,070)	(99,025)	(101,340)	(2,315)
Non-Pay	(108,172)	(44,779)	(46,807)	(2,028)
Total expenditure	(349,242)	(143,804)	(148,147)	(4,343)
EBITDA	(862)	124	(4,910)	(5,034)
Finance Costs	(14,516)	(6,012)	(5,953)	59
Surplus/(deficit) before Phased Spend and STF	(15,378)	(5,888)	(10,862)	(4,974)
STF	9,315	2,639	2,639	0
Surplus/(deficit) before Phased Spend	(6,063)	(3,249)	(8,223)	(4,974)
Adjusted STF - A&E Penalties	0	0	(209)	(209)
Adjusted Surplus/(deficit) before Phased Spend	(6,063)	(3,249)	(8,432)	(5,183)
Corrective Actions for STF	0	0	725	725
Reserves	0	0	729	729
Phased spend adjustment	-	(482)	(482)	0
Plan as described in NHSI Financial Template	(6,063)	(3,731)	(7,461)	(3,730)

At the end of month 5 the Trust had planned to deliver an in year deficit before phased spend and STF of £5.888 million and actually recorded a deficit of £10.862 million, £4.974 million worse than plan.

2. Income

3.1 Income – Performance to date

Five months into the new financial year, the Trust had planned to receive income amounting to £143.928 million and had generated income amounting to £143.237 million, an under performance of £0.691 million.

	YTD Budget	YTD Actual	Variance	Variance %	YTD Budget	YTD Actual	Financial Variance Value	Price Variance	Volume Variance
	Activity	Activity	Activity		£000s	£000s	£000s	£000s	£000s
Accident and Emergency (Attendances)	46,290	47,406	1,116	2.4%	6,009	6,267	258	113	145
Outpatient Appts (Attendances)	182,303	179,268	(3,035)	(1.7%)	20,738	20,338	(399)	9	(408)
Elective Day Cases	19,864	19,854	(10)	(0.1%)	12,439	12,723	284	121	164
Elective Inpatient (Spells)	2,586	2,441	(145)	(5.6%)	7,524	7,513	(12)	280	(292)
Non Elective (Spells)	20,388	20,849	461	2.3%	40,000	41,000	1,000	(418)	1,419
Non Elective Other	3,374	3,105	(269)	(8.0%)	6,603	6,184	(419)	57	(476)
Emergency Threshold					(1,241)	(1,617)	(376)	(376)	
Education					4,777	4,832	55	55	
Injury Cost Recovery					584	512	(72)	(72)	
Private Patients					552	559	7	7	
Others (Inc Reserves)					45,943	44,926	(1,017)	(1,017)	
Total	274,806	272,923	(1,883)	(0.7%)	143,928	143,237	(691)	(1,243)	552
Corrective Actions for STF					0	725	725	725	
Sustainability & Transformation Funds					2,639	2,430	(209)	(209)	
Total after STF and Phasing	274,806	272,923	(1,883)	(0.7%)	146,567	146,392	(175)	(727)	552

A number of observations can be made from the above table, these being:

- i) STF income is less than plan (£0.209 million) due to none delivery of the national A&E target in Q1.
- ii) Accident and Emergency attendances are above planned levels by 2%, this is mainly at the PRH site.
- iii) Outpatient attendances are underperforming to date namely within; Neurology, ENT and T&O.
- iv) Elective Daycase activity is broadly balanced to date, with an overperformance in Oral Surgery and Ophthalmology offsetting an underperformance in Gastro.
- v) Elective Inpatient spells have underperformed against plan by 145 spells (6%). The Trust is seeing a richer casemix within this point of delivery which as you can see from the above is generating a price variance of £0.280 million offset against a volume variance of £0.292 million.
- vi) Non Elective activity is 461 spells higher than the planned levels (2%) and is 2% higher than the activity levels seen in the previous financial year during the same period (April – August).
- vii) Other clinical income is underperforming to date by £1.017 million, this is made up of an underperformance in Adult Critical Care, the loss of JAG accreditation in the first three months of the financial year, a lower level of bookings within maternity (impacting antenatal pathway payments) and radiology.

	Apr	May	Jun	Average Per Month Apr-Jun	Jul	Aug	Sep	Average Per Month Jul-Sep	Oct	Nov	Dec	Average Per Month Oct-Dec	Jan	Feb	Mar	Average Jan-Mar	Annual
A&E	8,870	9,677	9,538	9,362	9,949	9,372	9,190	9,504	9,427	8,840	8,852	9,039	8,764	8,316	9,551	8,877	109,229
Outpatient Attendances	31,303	37,928	37,769	35,667	36,154	36,114	37,725	36,664	39,574	40,721	30,831	37,042	40,339	35,807	36,935	37,694	444,234
Elective Daycases	3,761	4,161	3,991	3,971	3,815	4,126	3,933	3,958	4,129	4,118	3,689	3,979	4,112	3,967	4,491	4,190	48,304
Elective Inpatient Spells	397	484	525	469	553	482	490	508	560	561	464	528	454	468	476	466	6,059
Emergency Spells	4,015	4,269	4,235	4,173	4,232	4,098	4,254	4,195	4,138	4,219	4,436	4,264	4,346	4,107	4,534	4,329	50,423
Maternity/Non Elective Other Spells	613	649	603	622	556	684	676	639	745	697	638	694	634	633	693	653	8,090

Elective Day Case

	Apr	May	Jun	Average Per Month Apr-Jun	Jul	Aug	Sep	Average Per Month Jul-Sep	Oct	Nov	Dec	Average Per Month Oct-Dec	Jan	Feb	Mar	Average Jan-Mar	Annual
17/18 Plan	3,675	3,977	4,135	3,929	4,050	4,027	3,933	4,003	4,129	4,118	3,689	3,979	4,112	3,967	4,491	4,190	48,304
Actual	3,761	4,161	3,991	3,971	3,815	4,126		3,971				0				0	19,854
Variance	86	184	(144)	42	(235)	99		(33)				(3,979)				(4,190)	
16/17	3,814	3,577	3,874	3,755	3,811	3,919	3,895	3,875	3,751	3,895	3,576	3,741	3,742	3,695	4,436	3,987	45,985
15/16	3,479	3,354	3,584	3,472	3,869	3,336	3,625	3,610	3,658	3,618	3,585	3,620	3,512	3,513	3,658	3,561	42,791
14/15	3,391	3,370	3,488	3,416	3,640	3,337	3,526	3,501	3,498	3,311	3,146	3,318	3,137	3,051	3,732	3,307	40,627

Elective Inpatient

	Apr	May	Jun	Average Per Month Apr-Jun	Jul	Aug	Sep	Average Per Month Jul-Sep	Oct	Nov	Dec	Average Per Month Oct-Dec	Jan	Feb	Mar	Average Jan-Mar	Annual
17/18 Plan	446	549	545	513	533	512	490	512	560	561	464	528	454	468	476	466	6,059
Actual	397	484	525	469	553	482		518				0				0	2,441
Variance	(49)	(65)	(20)	(45)	20	(30)		5				(528)				(466)	
16/17	490	493	558	525	484	505	3,875	498	551	489	3,741	390	424	556	3,987	5,963	
15/16	551	528	564	548	605	571	536	571	601	526	509	545	524	481	497	501	6,493
14/15	581	616	590	596	646	575	571	597	609	603	502	571	465	515	531	504	6,804

Non Elective

	Apr	May	Jun	Average Per Month Apr-Jun	Jul	Aug	Sep	Average Per Month Jul-Sep	Oct	Nov	Dec	Average Per Month Oct-Dec	Jan	Feb	Mar	Average Jan-Mar	Annual
17/18 Plan	4,094	4,036	4,158	4,096	4,062	4,038	4,254	4,118	4,138	4,219	4,436	4,264	4,346	4,107	4,534	4,329	50,423
Actual	4,015	4,269	4,235	4,173	4,232	4,098		4,165				0				0	20,849
Variance	(79)	233	77	77	170	60		47				(4,264)				(4,329)	
16/17	3,993	4,125	4,158	3,755	4,159	3,974	4,099	3,875	4,057	4,207	4,310	3,741	4,149	3,860	4,528	3,987	49,619
15/16	3,931	3,998	3,957	3,962	4,091	3,751	3,980	3,941	4,300	4,302	4,368	4,323	4,182	4,081	4,288	4,184	49,229
14/15	3,947	4,091	3,879	3,972	4,093	3,545	3,792	3,810	4,024	3,871	4,202	4,032	3,891	3,656	4,160	3,902	47,151

Maternity/Non Elective Other

	Apr	May	Jun	Average Per Month Apr-Jun	Jul	Aug	Sep	Average Per Month Jul-Sep	Oct	Nov	Dec	Average Per Month Oct-Dec	Jan	Feb	Mar	Average Jan-Mar	Annual
17/18 Plan	621	711	665	665	716	662	676	685	745	697	638	694	634	633	693	653	8,090
Actual	613	649	603	622	556	684		620				0				0	3,105
Variance	(8)	(62)	(62)	(44)	(160)	22		(65)				(694)				(653)	
16/17	606	697	631	3,755	666	646	677	3,875	712	689	648	3,741	669	647	675	3,987	7,963
15/16	631	629	597	619	663	625	657	648	714	632	608	651	650	659	633	647	7,698
14/15	593	601	601	598	613	605	671	630	624	561	604	596	570	493	607	557	7,143

Outpatients

	Apr	May	Jun	Average Per Month Apr-Jun	Jul	Aug	Sep	Average Per Month Jul-Sep	Oct	Nov	Dec	Average Per Month Oct-Dec	Jan	Feb	Mar	Average Jan-Mar	Annual
17/18 Plan	31,702	39,279	39,186	36,722	35,718	36,418	37,725	36,620	39,574	40,721	30,831	37,042	40,339	35,807	36,935	37,694	444,234
Actual	31,303	37,928	37,769	35,667	36,154	36,114		36,134				0				0	179,268
Variance	(399)	(1,351)	(1,417)	(1,056)	436	(304)		(486)				(37,042)				(37,694)	
16/17	35,444	35,987	37,404	3,755	34,449	37,056	38,043	3,875	36,417	39,050	31,059	3,741	37,037	34,626	39,227	3,987	435,799
15/16	33,528	31,339	37,702	34,190	35,376	31,977	36,501	34,618	35,680	36,293	32,299	34,757	33,557	33,831	34,304	33,897	412,387
14/15	32,708	32,634	35,016	33,453	36,839	30,320	35,548	34,236	35,814	33,549	30,576	33,313	32,859	30,892	35,051	32,934	401,806

A&E

	Apr	May	Jun	Average Per Month Apr-Jun	Jul	Aug	Sep	Average Per Month Jul-Sep	Oct	Nov	Dec	Average Per Month Oct-Dec	Jan	Feb	Mar	Average Jan-Mar	Annual
17/18 Plan	8,665	9,553	9,286	9,168	9,682	9,104	9,190	9,325	9,427	8,840	8,852	9,039	8,764	8,316	9,551	8,877	109,229
Actual	8,870	9,677	9,538	9,538	9,949	9,372		9,661				0				0	47,406
Variance	205	124	252	370	267	268		335				(9,039)				(8,877)	
16/17	8,703	9,523	9,143	3,755	9,729	9,058	9,025	3,875	9,352	8,724	8,616	3,741	8,357	7,995	9,282	3,987	107,507
15/16	9,410	9,268	9,339	9,339	9,253	9,094	8,731	9,026	8,892	8,616	8,397	8,635	8,828	8,652	9,466	8,982	107,946
14/15	9,246	9,642	9,779	9,556	9,983	9,069	9,217	9,423	9,157	8,714	8,822	8,898	8,277	7,856	9,598	8,577	109,360

3. Expenditure

4.1 Pay

To date the pay spend amounted to £101.340 million against a plan of £99.025 million resulting in an overspend of £2.315 million, predominately due to the continued use of agency and non delivery of key CIP schemes

A significant element of the pay overspend relates to the continuing use of agency above those levels planned and continue to spend well in excess of the Agency Ceiling set by NHSI.

	Agency Ceiling YTD Expenditure £000s	Agency YTD £000s	Variance ((Under)/Over) £000s	Annual Agency Ceiling £000s	Agency Cap Spent YTD %
Agency	4,830	7,718	2,888	10,559	73.1%

Total agency spend for April 2017 – August 2017 amounted to £7.718 million, £2.888 million above the Agency Ceiling set by NHSI.

4.2 Non Pay

To date the non pay spend amounted to £46.807 million against a plan of £44.779 million resulting in an overspend of £2.028 million.

The table below highlights the average run rate for non pay since May 2015, these cost have adjusted to remove high cost drugs and devices as these can vary significantly month on month.

Total Non Pay Spend (excluding Pass Through Costs and High Cost Drugs)	
Period	£000s
Apr-Jun 2015 (Avg)	6,005
Jul-Sep 2015 (Avg)	6,241
Oct-Dec 2015 (Avg)	6,189
Jan-Mar 2016 (Avg)	6,381
Apr-Jun 2016 (Avg)	6,243
Jul-Sep 2016 (Avg)	6,680
Oct-16	6,541
Nov-16	6,578
Dec-16	6,091
Jan-17	6,406
Feb-17	6,440
Mar-17	6,704
Apr-17	6,441
May-17	6,834
Jun-17	6,792
Jul-17	7,090
Aug-17	6,763

Excludes Pass Through Costs and High Cost Drugs

4. Trust Capital Programme

The Trust's Capital Programme for 2017/18 is presented in the table below:

The Shrewsbury and Telford Hospital NHS Trust								
2017/18 Capital Programme Update as at Month 05 (August 2017)								
Scheme	2017/18 Capital Budget	2017/18 Spend to date	Expenditure committed - ordered	Total expenditure/ committed to date	Expenditure committed - to be ordered	Scheme yet to be identified	Forecast Outturn	Variance under/ (over) spend
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Outstanding Commitments from 2016/17	200	-58	76	18	99	83	200	0
Pre-Committed Schemes								
MRI Scanners x3 Enabling Works not completed 16.17	1,501	245	1,161	1,406	95	0	1,501	0
Ophthalmology move into Copthorne Building - not completed 16.17	373	636	42	679	0	0	679	-306
Ophthalmology move into Copthorne Building - (F&E agreed by CPG)	65	7	60	66	0	0	66	-1
Medicines Stock Management (agreed at Sustainability Cttee Feb 17)	305	0	0	0	305	0	305	0
Additional Car Parking Spaces (agreed at Feb CPG)	50	0	0	0	50	0	50	0
E-Rostering Software Implementation - I-pads	50	20	16	36	14	0	50	0
In House costs of delivery of schemes	820	272	406	678	142	0	820	0
Replacement Linac (condition of Lingen Davies Grant)	366	0	0	0	366	0	366	0
RSH MLU/PAU - P2 FCHS	100	0	0	0	100	0	100	0
PRH IT Computer Room Infrastructure	450	0	0	0	450	0	450	0
Contingency Fund - Estates	170	75	103	178	0	0	178	-8
Contingency Fund - Medical Equipment	130	0	0	0	0	130	130	0
Contingency Fund - IT Equipment	130	23	4	26	0	104	130	0
Contingency Fund - Non-Patient Connected Equipment Replacement	35	0	0	0	0	35	35	0
Contingency Fund - VitalPac/PSAG	25	0	0	0	0	25	25	0
Contingency Fund - Support Services Care Group Equipment	100	0	0	0	0	100	100	0
Contingency Fund - Facilities Equipment	25	0	0	0	0	25	25	0
Contingency Fund - Patient Environment (inc Furniture)	25	0	0	0	0	25	25	0
Total Delegated Contingency Funds	640	98	107	204	0	444	648	-8
Capitalisation of Expenditure	1,200	446	688	1,134	66	0	1,200	0
Corporate Contingency (In Year Allocations)	960	42	94	137	92	732	960	0
Estates Risks Rated Priority 1								
Ward Block calorifiers	150	15	154	169	0	0	169	-19
Continuation of fire safety strategy	400	5	24	29	371	0	400	0
Subway duct - Phase 2	730	0	0	0	730	0	730	0
RSH ward block lifts	190	13	156	168	22	0	190	0
New In Year Capital Projects								
NIY PRH A&E Streaming Capital Project (PDC)	1,000	0	1	1	999	0	1,000	0
Total Capital Schemes	9,550	1,740	2,985	4,725	3,900	1,258	9,884	-334
Overcommitted/Unallocated	-100	0	0	0	0	-100	-100	0
Total	9,450	1,740	2,985	4,725	3,900	1,158	9,784	-334

The Capital Resource Limit (CRL) for 2017/18 has been set at the historic amount of £8.450 million in respect of Internally Generated CRL. In addition, the Trust has been allocated £1.000 million PDC for PRH A&E Streaming Capital Project – giving a Capital Programme total of £9.450 million.

At Month 05, £1.740 million of the Capital Programme has been expensed, with £2.985 million committed but not yet expensed. A further £3.900 million has been allocated to schemes but not yet ordered. £1.158 million has yet to be committed to individual schemes – however after allocating funds in respect of the overcommitments (mainly relating to Ophthalmology Services into Copthorne Building Phase 1) of £0.334 million, this leaves an uncommitted allocation to £0.824 million which is mainly held in Contingency Funds.

5. Trust cash position

Cashflow 2017/18

	Actual	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Total To Date
	August Month	September Month	October Month	November Month	December Month	January Month	February Month	March Month	And Forecast
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Income I&E	28,628	26,872	31,074	26,893	26,802	29,493	29,594	46,260	355,836
Pay I&E	(20,258)	(20,693)	(20,652)	(20,724)	(20,967)	(20,961)	(20,855)	(20,932)	(246,081)
Non Pay I&E	(8,979)	(10,614)	(9,760)	(10,056)	(11,032)	(10,229)	(7,843)	(9,623)	(114,332)
Finance Costs I&E (inc Capital)	(394)	(2,386)	(950)	(1,319)	(1,345)	(1,246)	(1,644)	(4,791)	(15,287)
TOTAL I&E	(1,004)	(6,820)	(288)	(5,207)	(6,542)	(2,943)	(748)	10,914	(19,865)
Revolving Working Capital - I&E Deficit	3,074	1,902	0	0	0	0	670	417	6,063
TOTAL CASHFLOW	2,070	(4,918)	(288)	(5,207)	(6,542)	(2,943)	(78)	11,331	(13,802)
Creditor Suppression required to Fund additional I&E Deficit									
Agency off contract to 6 months		400	400	400	400	400	400		2,400
Other Non-NHS Suppliers extended to 68 days		2,201							2,201
Change to 60 days			-540	62	67	72	76	34	(229)
Benefit already gained on Non-NHS AP Control account		578	578	578	578	578	578	578	4,047
TOTAL CASHFLOW AFTER ADDITIONAL CREDITOR SUPPRESSION	2,070	(1,739)	150	(4,166)	(5,497)	(1,893)	977	11,943	(5,383)
Working Capital Support required		1,756	0	1,441	5,353	1,749	1,674	(6,590)	5,383
PRH A&E Streaming - Expenditure	0	0	(250)	(500)	(250)	0	0	0	(1,000)
Other 'timing' cashflows	(1,099)	(265)	394	644	394	144	(2,651)	(5,353)	(2,925)
Cash b/f	3,264	4,236	3,987	4,282	1,700	1,700	1,700	1,700	5,625
Cash c/f	4,236	3,987	4,282	1,700	1,700	1,700	1,700	1,700	1,700

Cashflow 2018/19

Forecast	Forecast	Forecast	Forecast	Forecast
April Month	May Month	June Month	July Month	August Month
£000's	£000's	£000's	£000's	£000's
28,950	29,988	27,913	33,354	27,913
(19,821)	(20,029)	(19,821)	(19,821)	(20,029)
(8,483)	(10,423)	(8,483)	(8,483)	(10,423)
(850)	(850)	(850)	(850)	(850)
(204)	(1,314)	(1,241)	4,200	(3,389)
920	919	920	0	0
716	(395)	(321)	4,200	(3,389)
716	(395)	(321)	4,200	(3,389)
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0
1,700	2,417	2,021	1,701	5,900
2,417	2,021	1,701	5,900	2,512

- The above 2017/18 cashflow is based on an I&E deficit of £18.004 million
- Receipt of cash support is assumed in line with the agreed Control Total Plan of £6.063 million
- There is a cash requirement of £11.941 million to underpin the additional deficit
- In addition, the above assumes the Trust will not meet the criteria to receive Quarter 2 STF of £1.861 million
- Total cash shortfall of £13.802 million will have to be supported in cash by increasing payment terms to non-NHS creditors – it is estimated that £8.419 million can be released in total
- Included within this level of cash release, there is an assumption that we will be able to increase our payment terms to the suppliers of off-contract agency nurses to 6 months

- It is estimated that realistically the maximum number of days that other non-NHS creditors can be increased to is c60 days. These creditors include our suppliers of drugs, critical medical supplies, transport, etc and they may refuse to supply the Trust on these payment terms
- The remaining shortfall of £5.383 million will need to be secured as a Working Capital loan. There is no guarantee of success in receiving this funding and the application will be subject to great scrutiny.
- The Trust has already received £1.756 million of Working Capital loan to support the timing cashflow issues the Trust is facing.
- As required by NHSI, the Trust is liaising our local Commissioners to receive payments in a timely manner - this is not currently assumed in above

6. Forecast Outturn

Given the overspend that exists to date, the expected position at the end of the 2017/18 financial year is a £18.004 million deficit, assuming the current trends continue and no corrective action is taken. This takes us to £11.941 million above the agreed control total with NHSI.

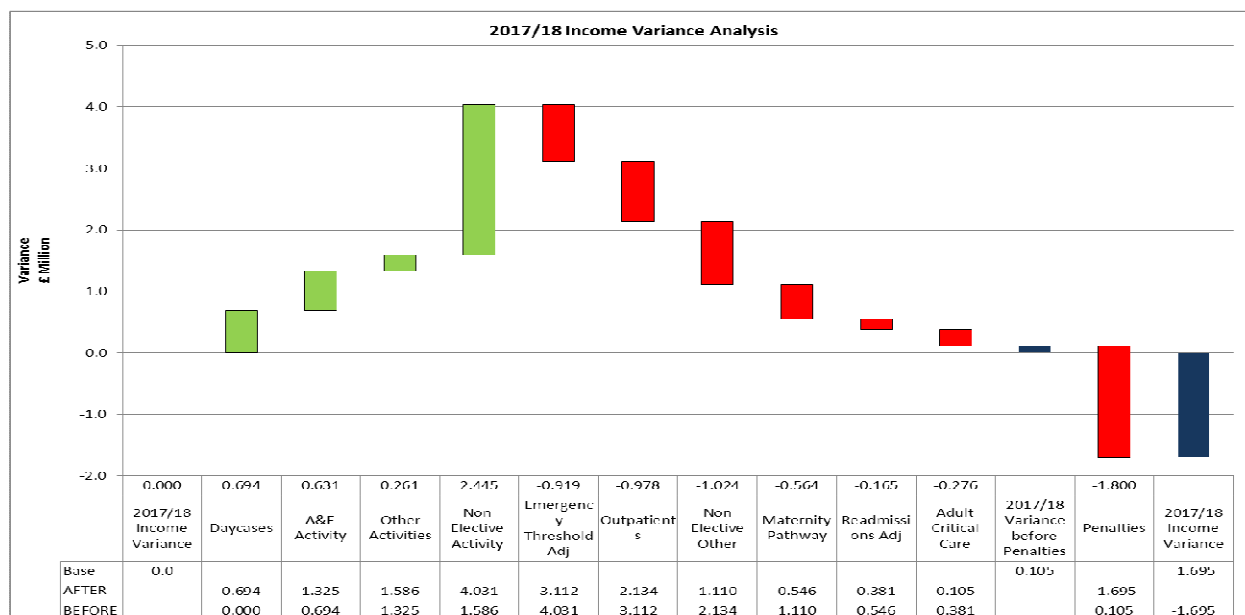
	April	May	June	July	August	September	October	November	December	January	February	March	Total
Income	26727	30218	31043	29065	28717	29811	30841	31022	28464	30668	29127	30994	356697
Pay	-19810	-20516	-20380	-20200	-20434	-20468	-20400	-20579	-20843	-20947	-20780	-20726	-246083
Non Pay	-8588	-9661	-9830	-9462	-9266	-9646	-9916	-9603	-9418	-9593	-9604	-9743	-114331
Total Expenditure	-28398	-30177	-30210	-29662	-29700	-30114	-30316	-30182	-30262	-30540	-30385	-30469	-360414
EBITDA	-1671	41	833	-597	-983	-303	525	840	-1798	128	-1258	525	-3717
Finance Costs	-1151	-1194	-1195	-1196	-1217	-1191	-1191	-1191	-1191	-1191	-1191	-1191	-14287
Surplus / (deficit)	-2822	-1153	-362	-1793	-2200	-1493	-666	-351	-2988	-1062	-2448	-665	-18004
Cumulative	-2822	-3975	-4337	-6130	-8330	-9823	-10489	-10840	-13828	-14891	-17339	-18004	

The table below details the variances from plan that have led to the £18m deficit.

	£m
2017/18 Control Total	(6.063)
Variance From Plan	
Income	(1.695)
Pay	(9.487)
Non Pay	(0.759)
	(11.941)
2017/18 Forecast Outturn	(18.004)

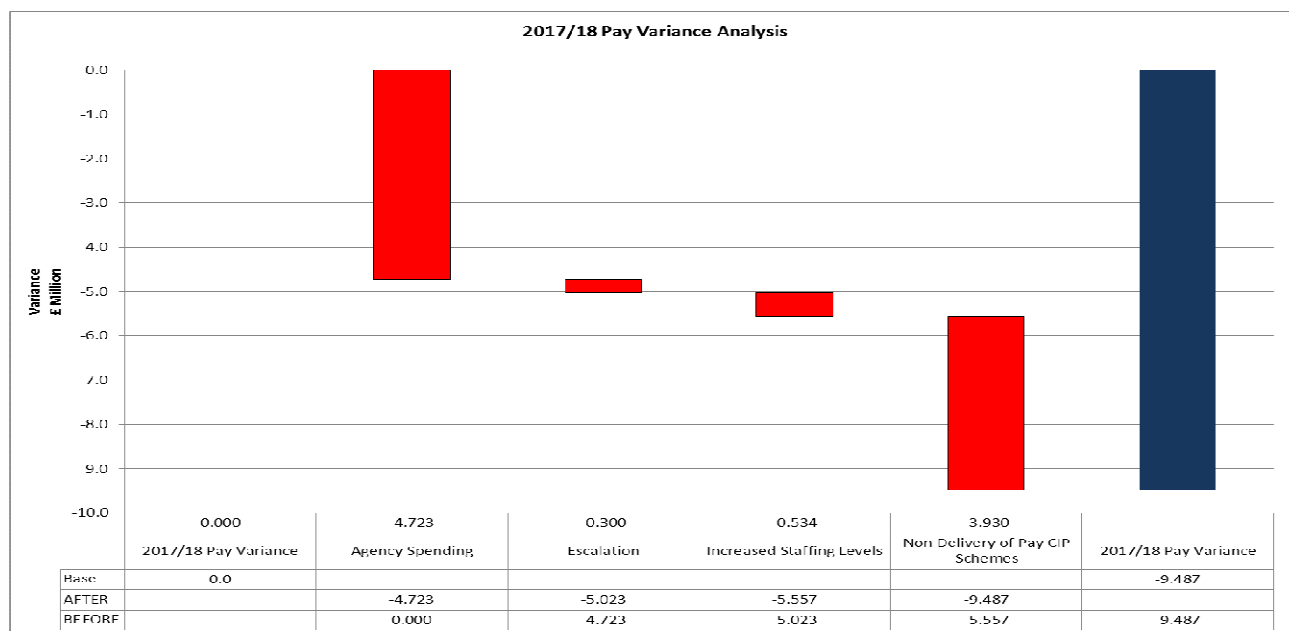
The two key variances within the forecast are the income and pay variances. Detailed below is a bridge analysis for both income and pay to highlight the key issues within each area.

Income Variance Bridge Analysis



- Excludes winter funding from Shropshire CCG £1.4m
- Includes Winter Funding from NHS T&W CCG of £1.0m
- Includes a sum for contract penalties of £1.8m

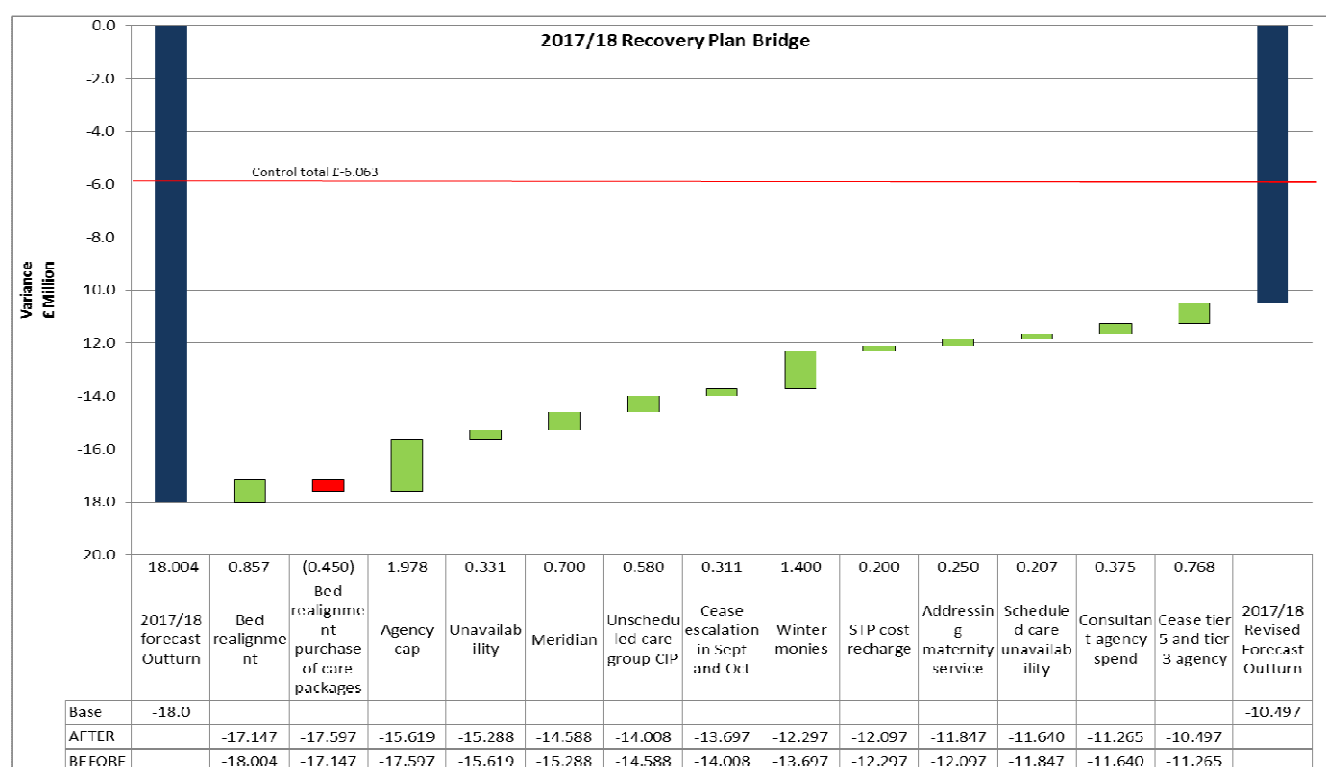
Pay Variance Bridge analysis



The significant elements of variance related to the continued use of agency and non delivery of key CIP schemes.

7. Recovery Plan

The below diagram highlights the key actions highlighted for delivery.



A more detailed analysis of this recovery plan is included within the Finance Presentation and the schemes are detailed within the Appendices.

Pay Spend

Appendix

	Jan – Mar 15	Apr- Jun-15	July– Sep-15	Oct – Dec-15	Jan – Mar-16	Apr- Jun-16	Jul- Sep-16	Oct-16 £000's	Nov-16 £000's	Dec-16 £000's	Jan-17 £000's	Feb-17 £000's	Mar-17 £000's	Apr-17 £000's	May-17 £000's	Jun-17 £000's	Jul-17 £000's	Aug-17 £000's
	£000's	£000's	£000's	£000's	£000's	£000's	£000's											
Consultants	3,079	3,140	3,282	3,179	3,218	3,361	3,443	3,447	3,640	3,422	3,415	3,416	3,358	3,394	3,519	3,562	3,600	3,562
Medical Staffing	2,100	2,207	2,235	2,423	2,268	2,133	2,230	2,224	2,266	2,234	2,234	2,213	2,133	2,243	2,302	2,139	2,177	2,219
Nursing	7,473	7,451	7,413	7,591	7,619	7,649	7,581	7,667	7,750	7,666	8,083	7,973	8,010	7,895	8,238	8,217	8,055	8,225
Other Clinical	2,346	2,415	2,421	2,472	2,477	2,581	2,587	2,546	2,570	2,567	2,592	2,580	2,609	2,610	2,636	2,589	2,603	2,655
Non Clinical	3,269	3,393	3,404	3,449	3,492	3,573	3,601	3,555	3,643	3,610	3,452	3,577	3,622	3,680	3,809	3,872	3,765	3,773
Actual Pay Spend £	18,267	18,606	18,755	19,115	19,074	19,296	19,441	19,438	19,869	19,498	19,776	19,758	19,732	19,822	20,504	20,380	20,200	20,434
Consultants	242	238	243	253	240	246	247	248	254	247	246	246	254	247	255	255	256	254
Medical Staffing	362	358	358	368	349	340	356	355	357	358	368	358	358	369	373	370	351	353
Nursing	2,368	2,322	2,330	2,382	2,416	2,355	2,358	2,385	2,404	2,382	2,408	2,399	2,429	2,391	2,390	2,395	2,411	2,398
Other Clinical	769	761	775	791	795	793	805	805	807	810	812	809	811	813	806	807	809	824
Non Clinical	1,473	1,479	1,502	1,515	1,526	1,533	1,548	1,544	1,561	1,544	1,538	1,540	1,545	1,543	1,548	1,559	1,567	1,576
Actual Pay wte	5,215	5,158	5,208	5,291	5,327	5,267	5,313	5,337	5,384	5,341	5,373	5,353	5,397	5,363	5,372	5,386	5,394	5,405

Agency Usage

	Average Jan-Mar 2015 £000's	Average Apr-Jun 2015 £000's	Average Jul-Sep 2015 £000's	Average Oct-Nov 2015 £000's	Average Jan-Mar 2016 £000's	Average Apr-Jun 2016 £000's	Average Jul-Sep 2016 £000's	Average Oct 2016 £000's	Nov 2016 £000's	Dec 2016 £000's	Jan 2017 £000's	Feb 2017 £000's	Mar 2017 £000's	Apr 2017 £000's	May 2017 £000's	Jun 2017 £000's	Jul 2017 £000's	Aug 2017 £000's
Consultants	172	120	182	150	217	212	286	319	224	226	260	246	260	251	311	311	384	306
Medical Staff	236	285	379	557	478	282	307	311	298	317	276	241	277	279	244	183	211	295
Nursing	781	671	705	667	527	508	516	530	536	634	866	855	1010	786	898	999	988	1057
Other Clinical	22	43	35	52	52	61	51	35	30	29	47	40	36	45	12	23	35	42
Non clinical	83	79	76	79	55	43	52	8	20	22	-3	4	3	4	3	6	7	35
Total Agency Staff Spending	1,293	1,198	1,377	1,506	1,329	1,107	1,213	1,203	1,109	1,228	1,447	1,386	1,585	1,366	1,469	1,522	1,624	1,736

	Average Jan-Mar 2015 WTE	Average Apr-Jun 2015 WTE	Average Jul-Sep 2015 WTE	Average Oct-Dec 2015 WTE	Average Jan-Mar 2016 WTE	Average Apr-Jun 2016 WTE	Average Jul-Sep 2016 WTE	Average Oct 2016 WTE	Nov 2016 WTE	Dec 2016 WTE	Jan 2017 WTE	Feb 2017 WTE	Mar 2017 WTE	Apr 2017 WTE	May 2017 WTE	Jun 2017 WTE	Jul 2017 WTE	Aug 2017 WTE
Consultants	8.62	7.04	8.99	7.48	9.5	10.69	14.18	15.48	15.25	11.96	12.24	12.74	14.56	11.96	15.04	16.18	16.19	15.84
Medical Staff	22.17	21.98	29.53	40.61	37.69	28.28	32.89	31.03	28.57	25.76	25.62	25.94	26.44	26.38	24.32	25.41	20.11	24.28
Nursing	150.19	124.35	117.72	112.69	101.45	85.98	91.91	94.67	95.61	108.20	138.04	136.08	145.73	121.79	136.12	147.58	141.10	147.73
Other Clinical	4.04	8.29	7.76	9.62	11.77	9.81	9.09	7.01	6.47	6.47	8.87	9.07	7.43	10.75	6.61	7.11	6.00	6.48
Non Clinical	22.87	20.94	16.42	12.86	11.49	11.16	13.03	6.89	6.20	5.94	2.87	1.93	1.06	1.00	0.86	1.71	1.44	1.70
Total Agency Staff Spending	207.88	182.6	180.42	183.25	171.9	145.91	161.09	155.08	152.10	158.33	187.64	185.76	195.22	171.88	182.95	197.99	184.84	196.03

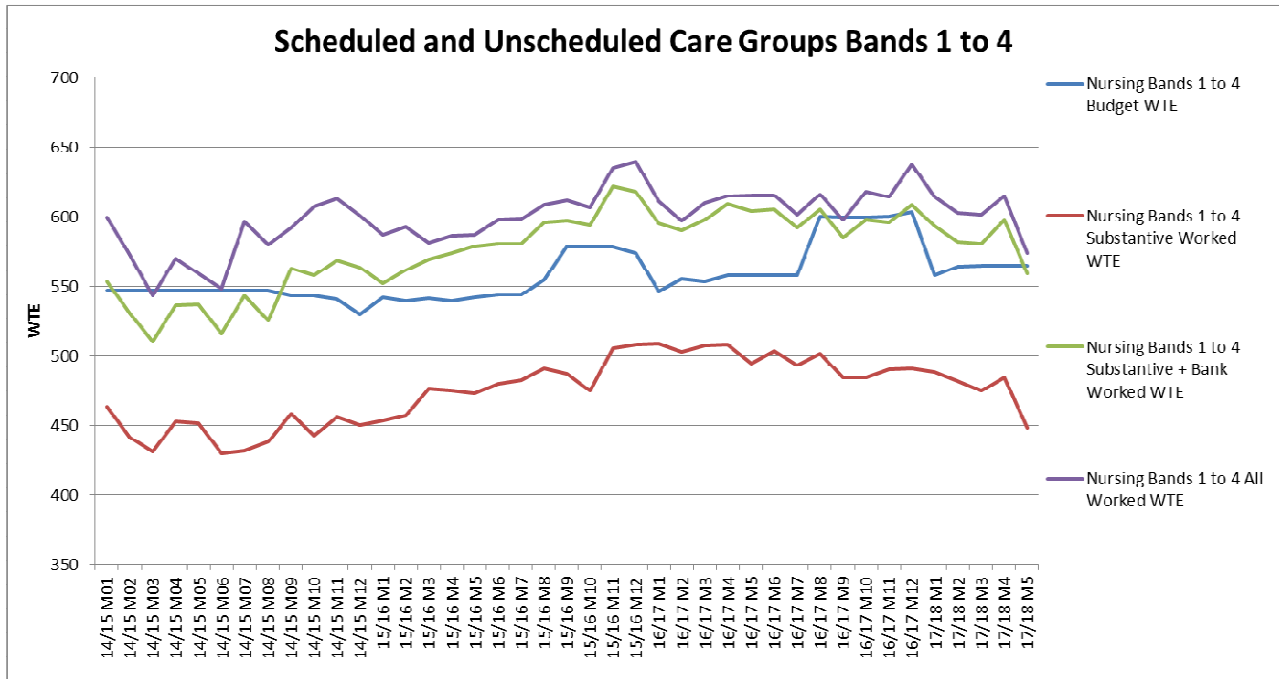
Bank Usage

	Average Jan-Mar 2015 £000's	Average Apr-Jun 2015 £000's	Average Jul-Sep 2015 £000's	Average Oct-Dec 2015 £000's	Average Jan-Mar 2016 £000's	Average Apr-Jun 2016 £000's	Average Jul-Sep 2016 £000's	Average Oct 2016 £000's	Nov 2016 £000's	Dec 2016 £000's	Jan 2017 £000's	Feb 2017 £000's	Mar 2017 £000's	Apr 2017 £000's	May 2017 £000's	Jun 2017 £000's	Jul 2017 £000's	Aug 2017 £000's
Nursing	546	522	533	625	738	524	557	580	607	556	620	568	563	659	634	655	625	111
Other Clinical	36	32	37	38	39	45	45	26	37	28	17	19	49	30	30	25	28	36
Non Clinical	129	127	150	130	135	154	154	122	160	138	102	95	161	116	96	112	118	668
Total Bank Staff	712	681	720	794	912	723	756	728	804	723	739	682	774	805	760	792	772	815

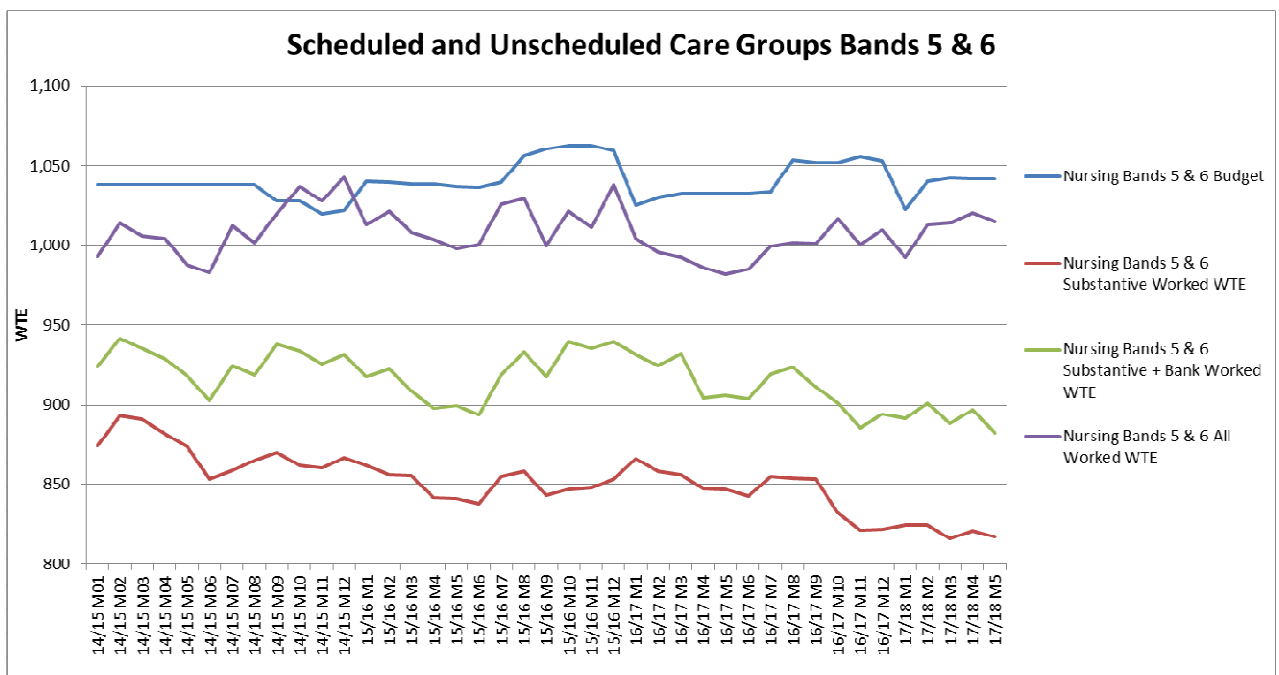
	Average Jan - Mar 2015	Average Apr-Jun 2015	Average Jul-Sep 2015	Average Oct-Dec 2015	Average Jan-Mar 2015	Average Apr-Jun 2015	Average Apr-Jun 2015	Average Jul-Sep 2016	Oct 2016	Nov 2016	Dec 2016	Jan 2017	Feb 2017	Mar 2017	Apr 2017	May 2017	Jun 2017	Jul 2017	Aug 2017
	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE
Nursing	203.56	177.01	177.66	191.66	225.36	167.49	167.49	182.04	178.85	192.64	173.91	195.48	185.55	208.45	192.27	190.58	197.32	204.49	60.98
Other Clinical	10.98	9.51	11.9	11.92	11.73	10.39	10.39	11.58	10.85	12.92	10.67	7.78	8.95	12.78	11.67	11.11	12.54	13.48	16.12
Non Clinical	66.16	60.14	68.75	62.92	70.72	70.60	70.60	71.64	58.42	75.44	62.84	50.05	46.56	51.19	44.62	45.68	48.89	54.80	195.61
Total Bank Staff wte	280.7	246.66	258.31	266.49	307.81	248.48	248.48	265.25	248.12	281.00	247.42	253.31	241.06	272.42	248.56	247.37	258.75	272.77	272.71

Nursing spending - Scheduled and Unscheduled Care Groups

Unqualified



Qualified



Cost Improvement Programme

Scheme	Savings Target In Year £000s	M5 Plan	M5 Actual	Variance	Identified IEP CIP PYE	Shortfall to be identified	FYE IEP CIP Identified	FYE as per Board Paper	RAG
Procurement	1600	521	521	0	1378	-222	1532	1600	AG
Unavailability Improvement	650	0	0	0	0	-650	0	1300	R
Bed Realignment	1000	0	0	0	0	-1000	0	3500	RA
Outpatient Theatre Review	1200	0	0	0	1200	0	2500	2500	A
Bank Rate Review	220	0	0	0	0	-220	0	350	R
SCG tier 1/2/3	413	88	104	15	315	-98	415	550	G
USCG tier 1/2/3	580	0	0	0	0	-580	0	640	R
W&C's tier 1/2/3	201	98	98	0	200	-1	110	402	AG
Agency Cap Savings	1050	0	0	0	0	-1050	0	1400	RA
Cease all HCA Agency	90	0	0	0	0	-90	0.0	100	R
Carter Support Services	375	136	85	-51	345	-30	358	660	A
Corporate Services	500	155	161	6	477	-23	500	500	G
Total	7879	998	969	-29	3916	-3963.4	5414	13502	
Assumed Cip Savings	-1076								
Total Cip Achieved	6803							13492	

Against a plan of £0.998 million at M5 year to date, £0.969 million has been delivered.

There have been shortfalls seen in the Carter services review due to on call Radiology arrangements. This has been partially offset by positive variances within Corporate Services and an earlier delivery in SCG from the overseas income scheme.

Against an annual savings target of £7.879 million, £3.916 million PYE has been confirmed as identified. This has improved from £3.833 million last month, due to procurement schemes being identified as coming to fruition.

Against the full year effect of £13.502 million, £5.414 million has been identified.

Concerns: It is to be noted, that although a FYE of £5.414 million has been identified, this is underpinned by the successful delivery of the operating plan. Long term, adverse variances will be seen within the CIP schemes if the Trust is unable to improve its deficit position against the operating plan. Overall, non-delivery of the planned pay schemes has led to shortfalls within the CIP plan.

Further review:

- i) There are shortfalls across a number of key areas, with improved review required for the pay schemes which have yet to forecast potential savings.
- ii) USCG have embarked on a prioritisation process to identify schemes, as yet these remain to be determined and there are concerns over the QIAs.
- iii) Support Services and W&Cs have identified a number of schemes, albeit they still fall short of their annual target. Potential opportunities are being developed which may offset some of this shortfall. These have yet to come to fruition.
- iv) SCG have identified schemes and developed plans to support these. Slippages within schemes are being offset.
- v) Corporate Services have identified a plan with a FYE of £0.500 million.
- vi) Procurement have developed a plan which demonstrates £2.000 million PYE can be achieved, of which £0.447 million is recorded as an opportunity. However, £0.600 million is at risk if the non-pay spend position does not improve.

Action required:

- **Recovery plan**

Financial Recovery Status										
Objective	Milestones	Executive Sponsor and SRO's	Indicator				Status ££££			Commentary
			Is the task Defined?	Is there a plan?	Is there ownership of plan delivery?	Are we delivering?	RED	AMBER	GREEN	
Creditor Suppression	1)Inform suppliers of Off- Contract Agency Nurses that payments will be increasing to a 6 month payment term	NN	G	G	G	G				No actual saving - this action delays the payment to creditors for expenditure incurred Suppress 1 M per month. Payments in Wk 1 September were £722k against an average of £2m per week. Payments in Wk 2 September were £1.216m.
	2) Payment to other creditor increased to 68 days - Suppliers of drugs, critical medical supplies, transport	NN	G	G	G	G				

Bed Realignment	1) Realign existing bed base to the registered nursing (RN) workforce RN temporary staffing reduction by 41 WTE	NN, all Execs	G	R	A	RA	£ 407,000			Realign scheduled and unscheduled care beds from April to October (total 3.5% improvement). To close ward 8 and ward 21. 6 Beds from SCG identified. 20 from USCG. Need confirmation of Care packages. Ward 21 opened over the weekend, which indicates that the closure date of the 23 September may not be doable either.
	2) Bed Realignment Purchase of Care Packages . Close 50 acute beds	NN, all Execs	G	A	A	A				Assuming 1st October, level of reduction would equate to £857k at substantiate rates, with a cost of £450k to put care packages in place. Net saving of £407k. Even though plans are in place, Care package provider has not been identified - therefore at risk of delivery. Wk 18/09 : SCG Plan in place, on target for delivery, discussions with commissioners and Local Authorities regarding potential alternative proposals are on-going however, tender process is continuing as per plan.
Agency Cap	1) Premium saving from Bed Realignment	All	G	RA	A	RA	£ 1,404,000			Interdependent on Bed realignment releasing 41 WTE. Agency Premium saving of £1.404M from October to March. This can only happen if Bed reconfiguration goes to plan and releases the 41 WTE.
	2) No Tier 5 from 1 October - £1,978k	DF	G	RA	A	R	£ 574,000			At week 23: • Tier 5 agency used in the week totalled 36 wte; tier 3 agency totalled 30 wte. Total agency used in the week 114. Currently there is a lack of clarity or clear discernible plan outlining how many are going and from where. Reassurance from Exec Sponsor that a plan is currently under review, SCG have made progress with this, however it needs to be supported by a financial trajectory. There are no clear plans in place for A&E.
	3) Cease Off-Framework agencies from 1 November - £768K	DF	G	R	R	R	£ 768,000			Exec Sponsor has raised concerns over the timescales to deliver, for it is felt that there is a reliant on T3 initially until we can increase T1/2 and bank fill rate. No plan shared.
Meridian	1) Reduce WLI from October	DK,SB,EB	G	AG	AG	A		£ 166,000		There is a clear defined financial trajectory for the reduction in waiting lists for the Theatre element of the plan. This assumes that from October specialties will be achieving 85% utilisation and there will therefore no longer be a reliance on waiting list initiatives. There are some specialties that will still require a level of waiting list as even at 85% utilisation there will still not be enough capacity. As discussed last week at RTT, there is now a plan in place to monitor utilisation at the weekly RTT meeting along with the use of WLI's by specialty. There is a risk with some specialties that are governed by cancer activity and the requirement to achieve the cancer targets (RTT agenda) There was an assumption that SCG would spend £169k on Admitted WLI's, with the 85% utilisation this should reduce by £115k, with a further reduction of £51k for Anaesthetic locums. Therefore the financial forecast for the Theatre element is £166k. This does not include Gastroenterology as this is currently outside the Meridian work plan. Outpatient data has only just become available within the last week and as soon as the specialties have worked through the assumptions and the data validated then the calculations for the Outpatient element will be finalised
	2) Reduction in Consultant PAs Process starts from 1 October, to be completed by 1 December	EB	G	RA	RA	R	£ 100,000			Review in hand to forecast actual savings from aged. Pending information from Meridian. Exec update: any potential savings from PAs would require: 1) Achieving 85% average theatre efficiency 2) Clearing the waiting lists for individual consultants 3) Reviewing their Job plans in the light of their reduced clinical activity following these first two interventions 4) Getting agreement of this in the job plan review Steps identified, but no clear timescales and however around who will do and by when to release the savings.
	3) Consultant Agency Spend/ Remove three Locums following Meridian outcome	DK/SB/EB	G	A	A	A		£ 300,000	£ 200,000	A number of posts have been identified. with imminent savings from: Mr Shawlish (Vascular) – transferred to NHS locum from 11th September Mr Jain – (T & O) – transferred to NHS locum from 11th September Awaiting clarification of a third Consultant that is due to leave the Trust and the leaving date.
							£ 125,000		£ 250,000	

Escalation Closure	To be closed from September to the end of November.	SW,SB,CM,CS	G	R	R	R	£ 317,000		Ward 21 had ceased but is currently open as a Discharge Lounge and there is no clear implementation plan with timescales in place which evidence that Escalation WILL/CAN be ceased. There is a view it will be closed from the end of September, however current trends contradict this.
Winter Funding	1)SAED £1.4m from SCCG	SW	G	AG	G	A		£ 1,400,000	The £1.4m is through the next SAED meeting on 26 September 2017.
STP Cost Recharge	1) £1M from T&W CCG	SW	G	AG	G	A		£ 200,000	The £200k is for Phil Evans to transfer the £197k from NHSI into SaTH's account. In progress
Addressing Maternity Service Over Establishment	2) Current pressure £250k CCG funding.	SW/DF/SB	G	R	RA	R	£ 200,000		CG is concerned over lack of engagement around what is expected and how savings will be delivered.

£4,688,000 **£ 2,391,000** **£ 450,000**

Statement of Financial Position

	March 17 £000	July 17 £000	August 17 £000	Variance to March 17 £000	Variance to July 17 £000
Property, Plant and Equipment	164,219	162,155	161,816	(2,403)	(339)
Intangible Assets	2,977	2,697	2,638	(339)	(59)
Trade and Other Receivables	1,464	400	512	(952)	112
Total Non Current Assets	168,660	165,252	164,966	(3,694)	(286)
Inventories	7,860	8,645	8,397	537	(248)
Trade and Other Receivables	14,582	22,153	18,502	3,920	(3,651)
Cash and Cash Equivalents	5,682	3,329	4,285	(1,397)	956
Total Current Assets	28,124	34,127	31,184	3,060	(2,943)
Current Trade and Other Payables	(26,831)	(32,584)	(30,824)	(3,993)	1,760
PDC Dividend Payable accrual	0	(1,366)	(1,709)	(1,709)	(343)
Interest on DOH loan	(33)	(139)	(59)	(26)	80
Provisions	(601)	(392)	(426)	175	(34)
Total Current Liabilities	(27,465)	(34,481)	(33,018)	(5,553)	1,463
Net Current Assets/Liabilities	659	(354)	(1,834)	(2,493)	(1,480)
Total Assets less Current Liabilities	169,319	164,898	163,132	(6,187)	(1,766)
DOH loan	(24,507)	(24,221)	(26,212)	(1,705)	(1,991)
Provisions	(214)	(165)	(164)	50	1
Total Assets Employed	144,598	140,512	136,756	(7,842)	(3,756)
Financed by:					
Public dividend capital	199,606	199,606	199,606	0	0
Retained Earnings	(87,762)	(91,848)	(95,604)	(7,842)	(3,756)
Revaluation reserve	32,754	32,754	32,754	0	0

Total Taxpayers' Equity	144,598	140,512	136,756	(7,842)	(3,756)
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