

# Performance Report Month 12

Trust Board  
3<sup>rd</sup> May 2018



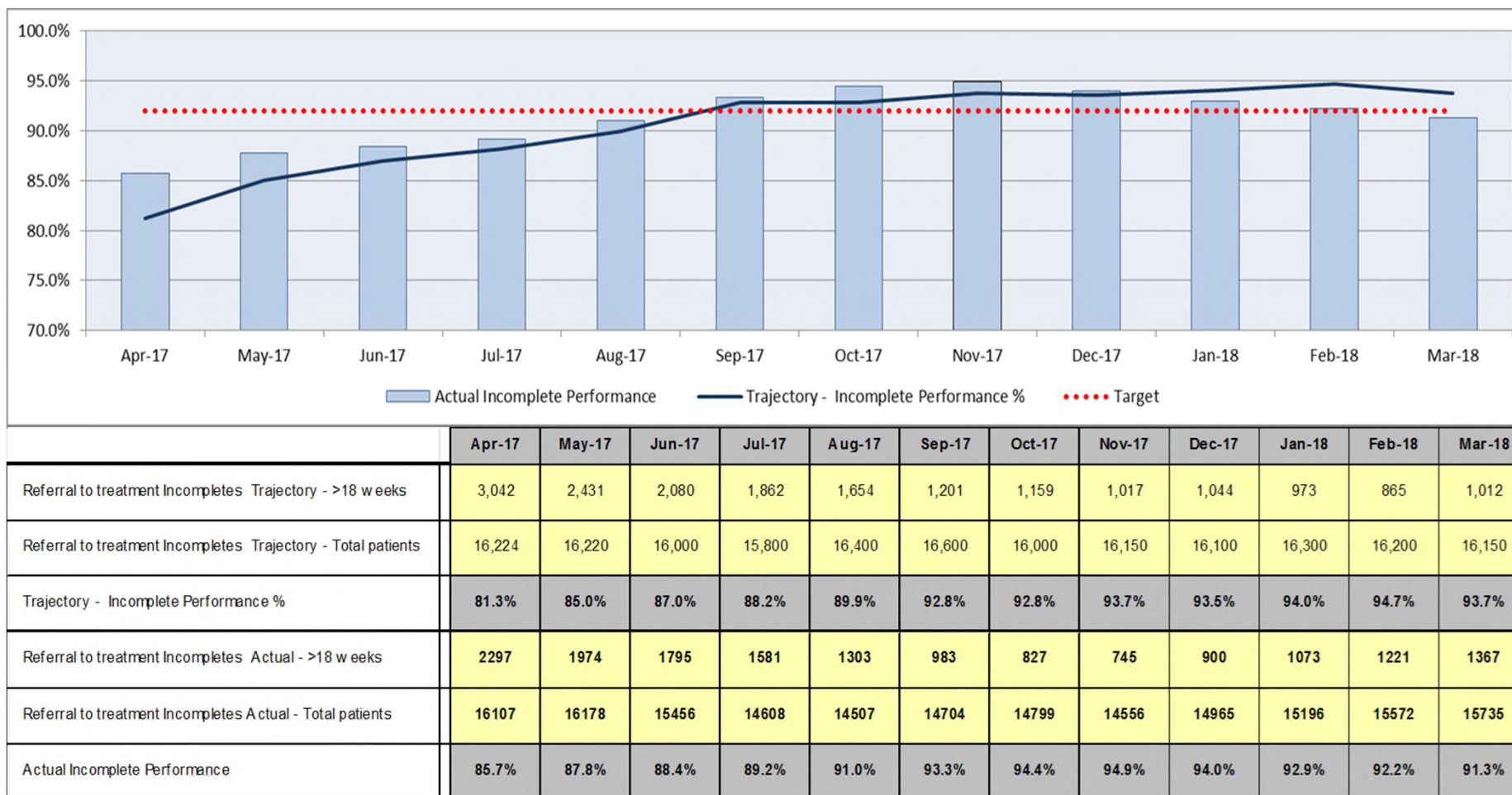
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RTT



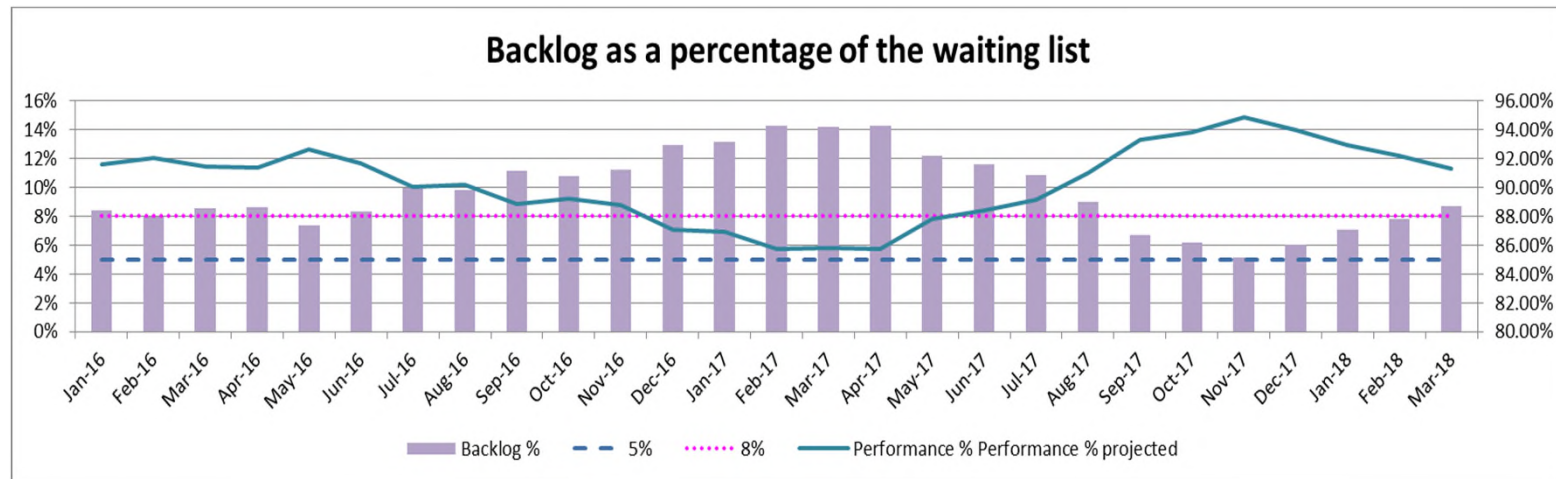
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# RTT 2017/2018 Trajectory

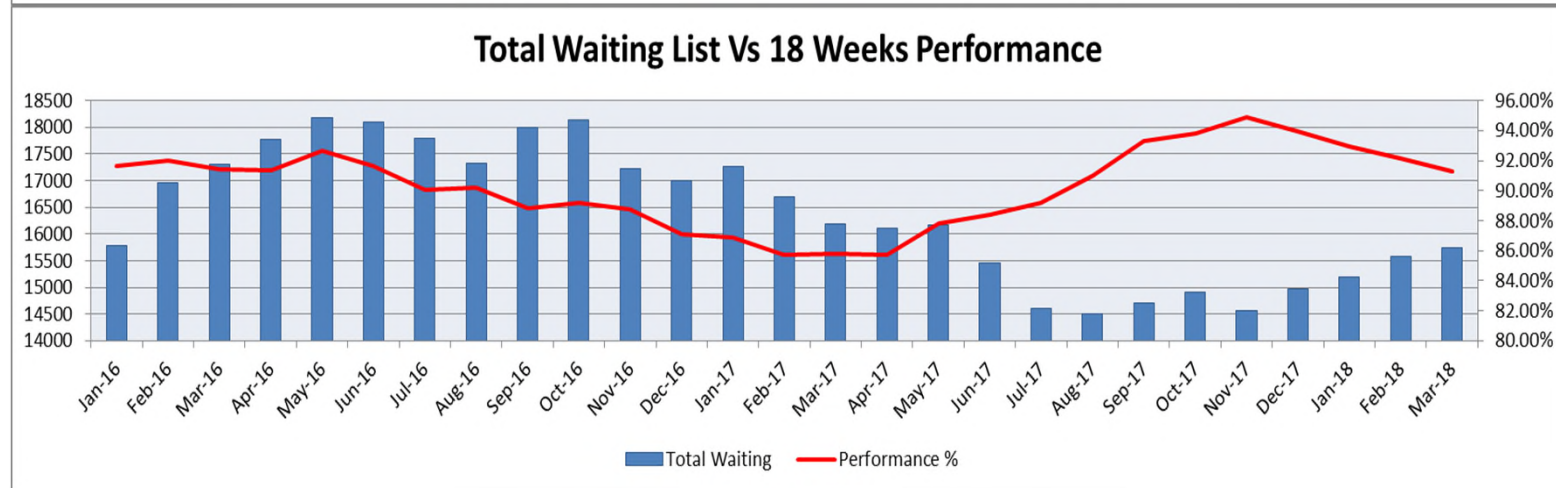


The table and graph above shown the full years actual performance against the planned trajectory set out by the Trust. The final quarter did not achieve the internal trajectory, however Jan 18 and Feb 18 did hit the national target.

# RTT Summary March 2018



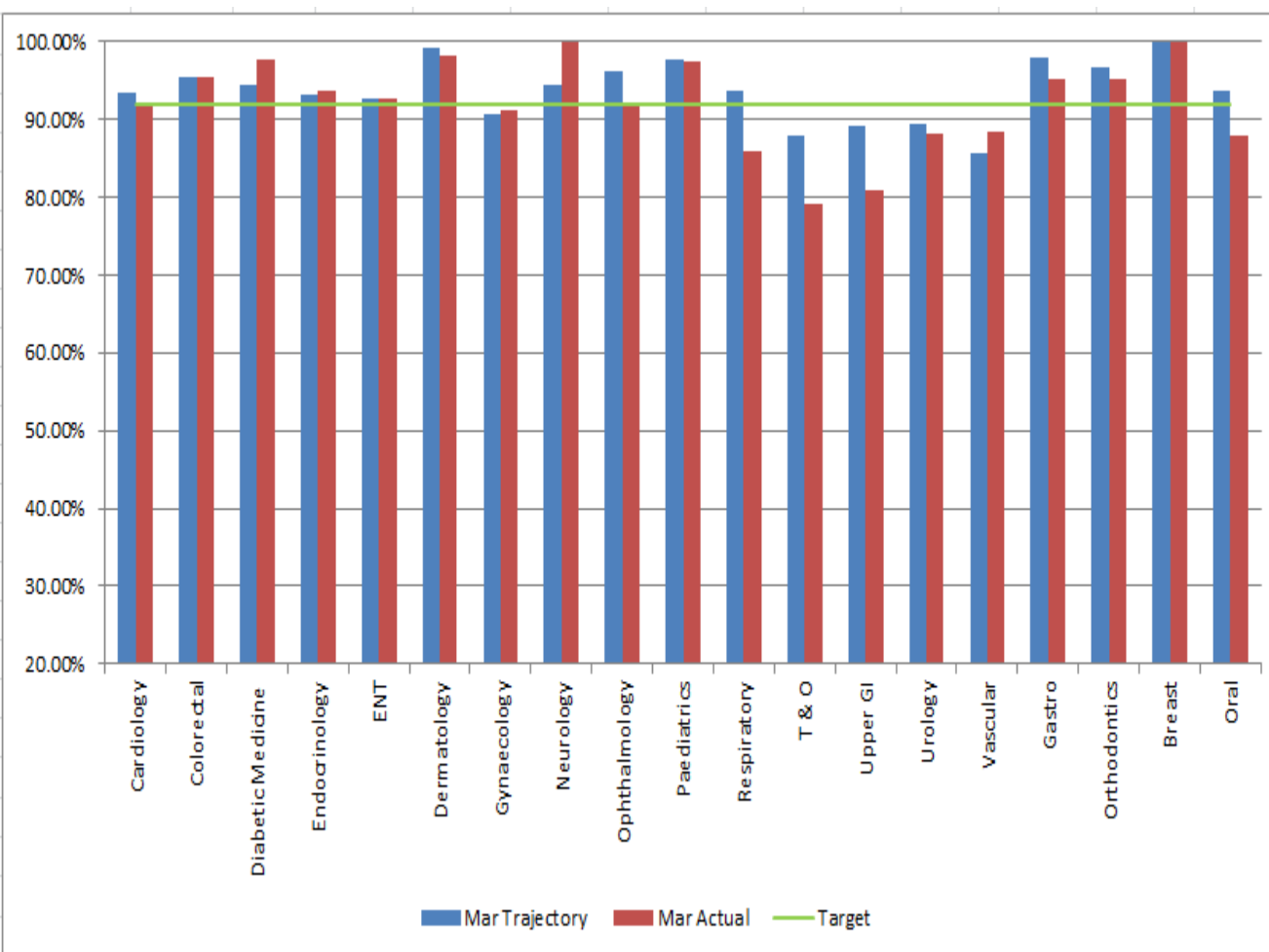
As long as the RTT backlog is between 5% and 8% of total RTT waiting list size then the Trust will deliver the RTT target.



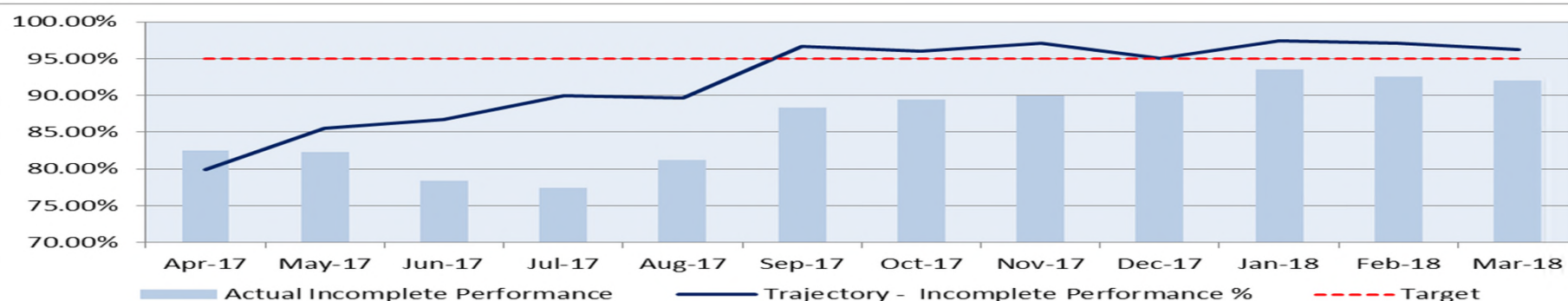
March's RTT performance was 91.3% against a trajectory of 93.7%.

# Speciality Performance Against Trajectory Combined

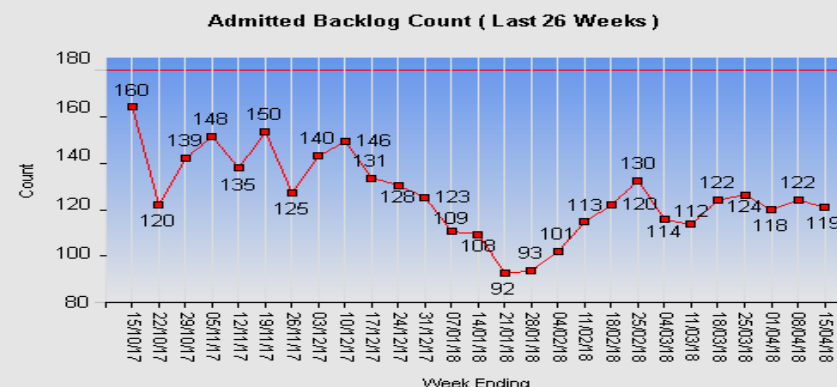
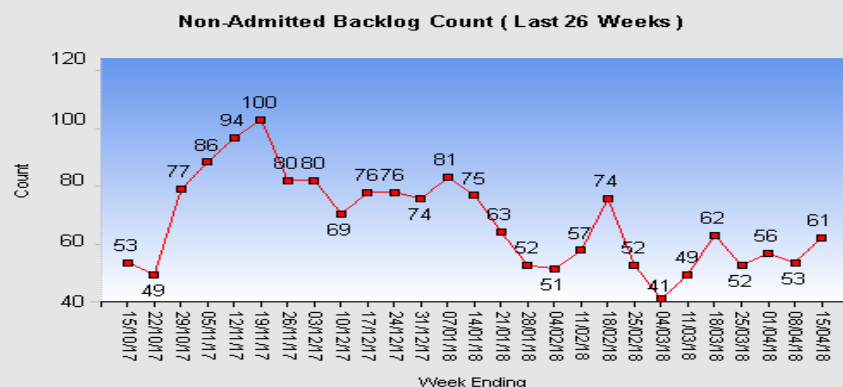
Specialty	Mar Trajectory	Mar Actual	Variance
Cardiology	93.56%	92.30%	-1.26%
Colorectal	95.47%	95.47%	0.00%
Diabetic Medicine	94.52%	97.73%	3.21%
Endocrinology	93.10%	93.68%	0.57%
ENT	92.75%	92.70%	-0.05%
Dermatology	99.08%	98.29%	-0.79%
Gynaecology	90.56%	91.28%	0.72%
Neurology	94.44%	100.00%	5.56%
Ophthalmology	96.20%	92.05%	-4.15%
Paediatrics	97.81%	97.46%	-0.35%
Respiratory	93.68%	85.85%	-7.84%
T & O	87.93%	79.07%	-8.86%
Upper GI	89.27%	80.84%	-8.43%
Urology	89.33%	88.26%	-1.07%
Vascular	85.71%	88.42%	2.71%
Gastro	97.91%	95.17%	-2.74%
Orthodontics	96.77%	95.08%	-1.69%
Breast	100.00%	100.00%	0.00%
Oral	93.60%	87.87%	-5.73%
<b>Total Incompletes</b>	<b>16150</b>	<b>15735</b>	<b>-415</b>
<b>&lt;18</b>	<b>15137</b>	<b>14368</b>	<b>-769</b>
<b>BACKLOG</b>	<b>1013</b>	<b>1367</b>	<b>354</b>
<b>Total Performance</b>	<b>93.73%</b>	<b>91.31%</b>	<b>-2.42%</b>



# 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 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 weeks	453	473	539	531	445	263	229	214	193	135	159	172
Referral to treatment Incompletes Actual - Total patients	2597	2667	2492	2349	2371	2246	2170	2135	2035	2096	2151	2163
Actual Incomplete Performance	82.56%	82.26%	78.37%	77.39%	81.23%	88.29%	89.45%	89.98%	90.52%	93.56%	92.61%	92.05%



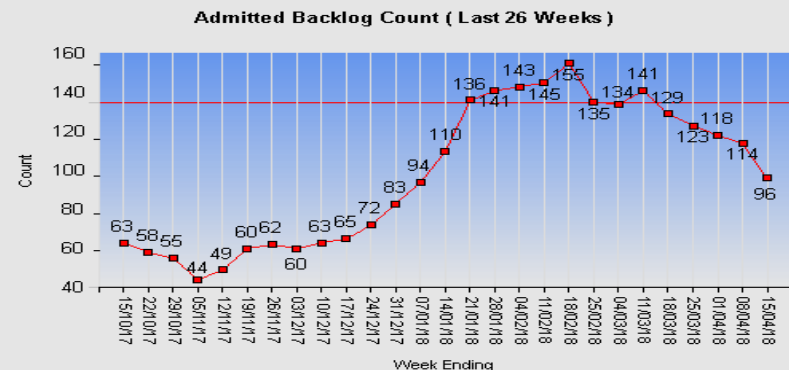
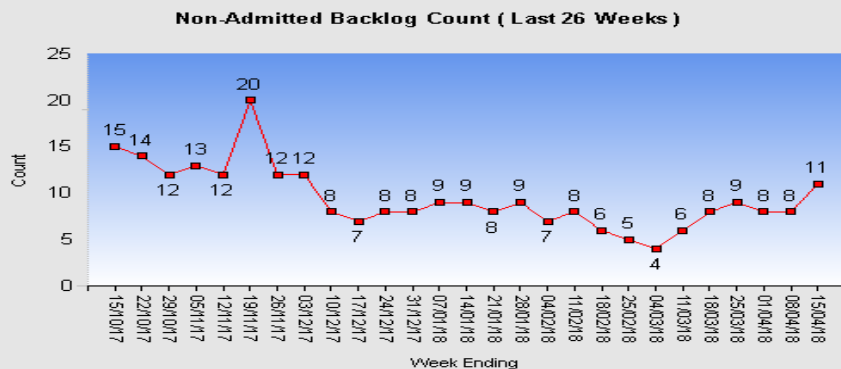
Ophthalmology has struggled to hit the operational. Additional activity was scheduled during September & October to assisted in clearing some of the 18 week backlog. In the last quarter the national target of 92% has been achieved.



# 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	92	75	90	105	168	151	135
Referral to treatment Incompletes Actual - Total patients	1045	908	820	844	748	669	645	671	725	749	706	645
Actual Incomplete Performance	55.41%	61.34%	67.68%	73.70%	82.09%	86.25%	88.37%	86.59%	85.52%	77.57%	78.61%	79.07%



Trauma and Orthopaedic remains a challenged specialty, however the admitted backlog is showing an improvement over the last few weeks

# Projected RTT Performance - April 2018

## Admitted Incomplete Pathways

Cohort	Open Clocks		Performance %
	Total Open Clocks	18+ Wks	
<b>Reporting Specialty</b>			
Cardiology	75	17	77.33
Cardiothoracic Surgery			
Dermatology	2		100.00
Ear, Nose & Throat (ENT)	295	71	75.93
Gastroenterology	10		100.00
General Medicine	8		100.00
General Surgery	697	183	73.74
Geriatric Medicine			
Gynaecology	256	60	76.56
Neurology			
Neurosurgery			
Ophthalmology	705	121	82.84
Oral Surgery	251	94	62.55
Other	174	27	84.48
Plastic Surgery			
Rheumatology			
Thoracic Medicine	13		100.00
Trauma & Orthopaedics	463	102	77.97
Urology	486	182	62.55
	<b>3,435</b>	<b>857</b>	<b>75.05</b>

## Non Admitted

Cohort	Open Clocks		Performance %
	Total Open Clocks	18+ Wks	
<b>Reporting Specialty</b>			
Cardiology	588	33	94.39
Cardiothoracic Surgery	18	1	94.44
Dermatology	662	17	97.43
Ear, Nose & Throat (ENT)	1952	99	94.93
Gastroenterology	1049	42	96.00
General Medicine	616	19	96.92
General Surgery	1922	35	98.18
Geriatric Medicine	182	15	91.76
Gynaecology	1167	44	96.23
Neurology	6		100.00
Neurosurgery			
Ophthalmology	1627	53	96.74
Oral Surgery	470	6	98.72
Other	698	19	97.28
Plastic Surgery			
Rheumatology	1		100.00
Thoracic Medicine	526	71	86.50
Trauma & Orthopaedics	152	11	92.76
Urology	993	22	97.78
	<b>12,629</b>	<b>487</b>	<b>96.14</b>

## Combined

Cohort	Open Clocks		Performance %
	Total Open Clocks	18+ Wks	
<b>Reporting Specialty</b>			
Cardiology	663	50	92.46
Cardiothoracic Surgery	18	1	94.44
Dermatology	664	17	97.44
Ear, Nose & Throat (ENT)	2247	170	92.43
Gastroenterology	1059	42	96.03
General Medicine	624	19	96.96
General Surgery	2619	218	91.68
Geriatric Medicine	182	15	91.76
Gynaecology	1423	104	92.69
Neurology	6		100.00
Neurosurgery			
Ophthalmology	2332	174	92.54
Oral Surgery	721	100	86.13
Other	872	46	94.72
Plastic Surgery			
Rheumatology	1		100.00
Thoracic Medicine	539	71	86.83
Trauma & Orthopaedics	615	113	81.63
Urology	1479	204	86.21
	<b>16,064</b>	<b>1,344</b>	<b>91.63</b>

April's predicted combined incomplete performance is currently at 91.63%. The figure is subject to change with the month end validation

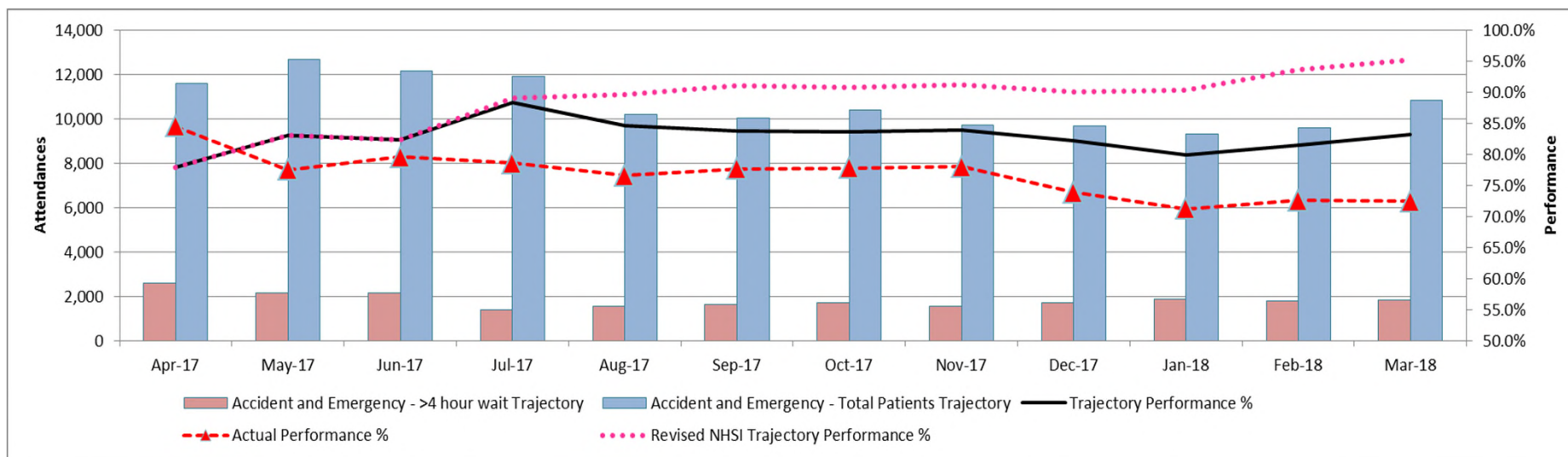


# Urgent Care Update



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# A&E 2017-2018 Trust Trajectory

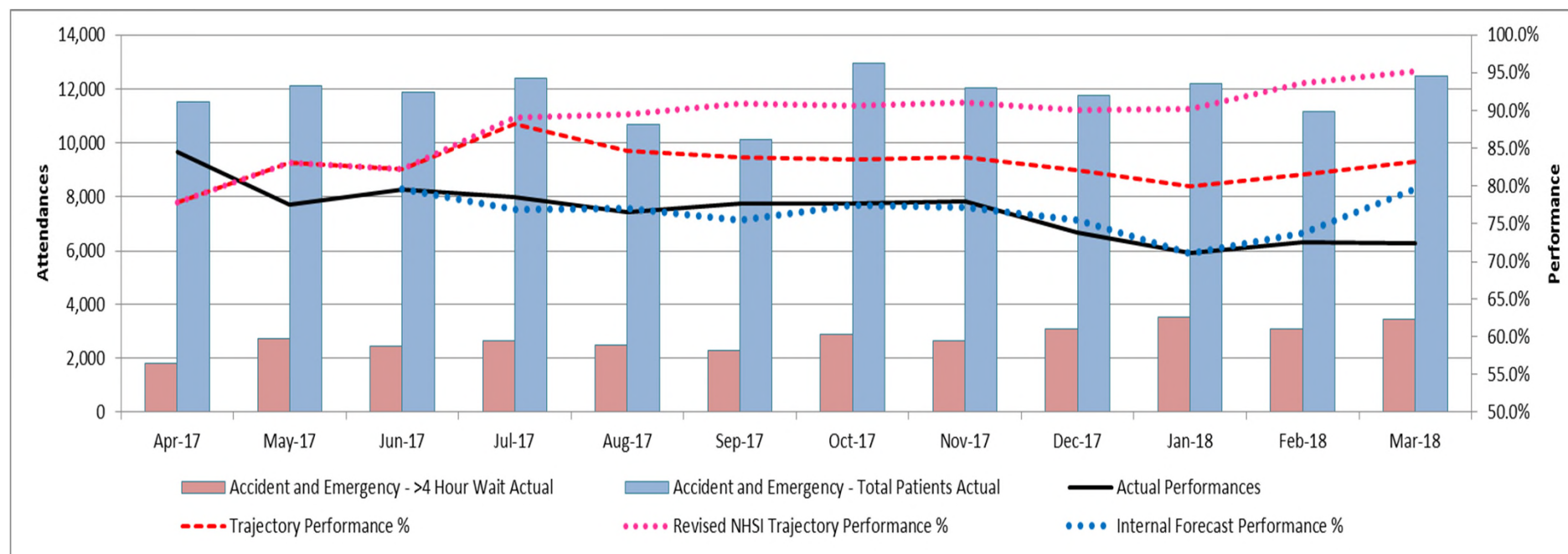


	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18
Accident and Emergency - >4 hour wait Trajectory	2,570	2,141	2,153	1,402	1,569	1,627	1,712	1,563	1,725	1,863	1,776	1,818
Accident and Emergency - Total Patients Trajectory	11,602	12,654	12,126	11,919	10,201	10,012	10,400	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	2265	2878	2650	3079	3513	3066	3438
Accident and Emergency - Total Patients Actual	11520	12106	11877	12391	10663	10133	12932	12036	11766	12187	11169	12479
Actual Performance %	84.5%	77.5%	79.5%	78.6%	76.6%	77.6%	77.7%	78.0%	73.8%	71.2%	72.5%	72.4%

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. March's actual performance was 72.4% against a target of 95.2%. As of October 2017 the Shropshire Minor Injury Unit attendances have been mapped to the Trust.

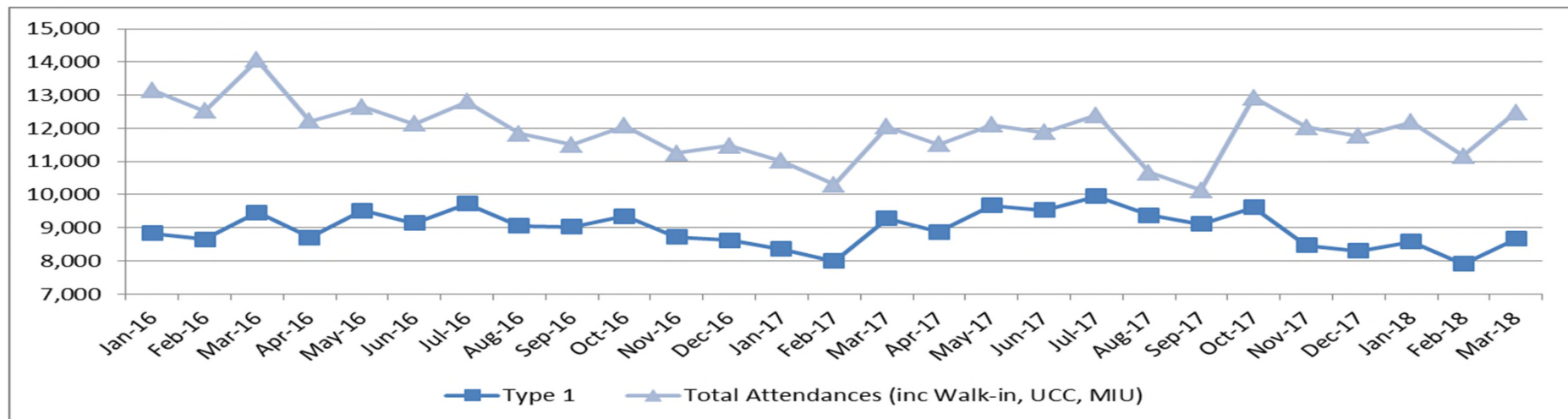
# A&E 2017-2018 Trust Trajectory vs Current Forecast

	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 Actual	1,786	2,722	2,429	2,654	2,496	2,265	2,878	2,650	3,079	3,513	3,066	3,438
Accident and Emergency - Total Patients Actual	11,520	12,106	11,879	12,391	10,663	10,133	12,932	12,036	11,766	12,187	11,169	12,479
Actual Performances	84.5%	77.5%	79.6%	78.6%	76.6%	77.6%	77.7%	78.0%	73.8%	71.2%	72.5%	72.4%
Internal Forecast Performance %				76.9%	77.0%	75.5%	77.6%	77.2%	75.5%	71.0%	73.7%	79.6%
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%



Please note the community MIU figures have been added to the attendances as of October 2017

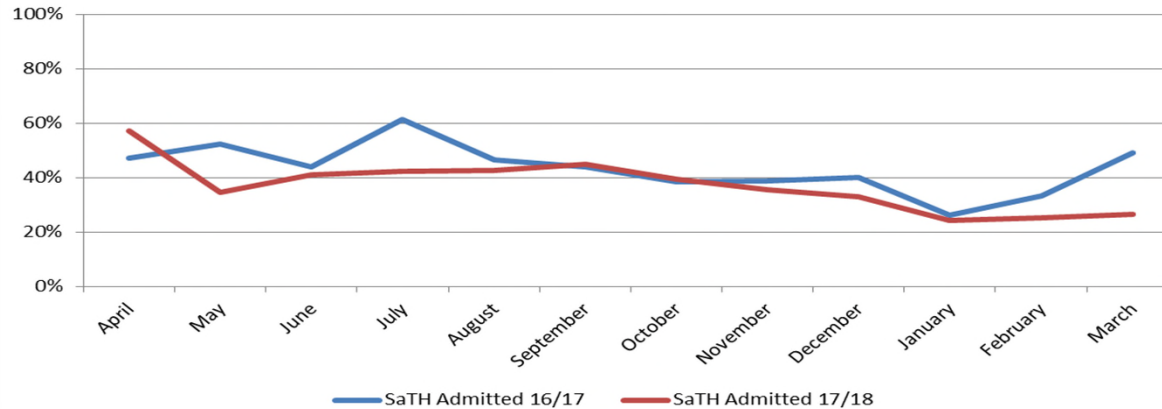
# A/E Performance & Attendance's



		Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Total
Planned Trajectory	Attendance	11602	12654	12126	11919	10201	10012	10400	9692	9667	9289	9583	10810	127955
	>4 Hour Wait	2570	2141	2153	1402	1569	1627	1712	1563	1725	1863	1776	1818	21919
	Performance	77.85%	83.08%	82.24%	88.24%	84.62%	83.75%	83.54%	83.87%	82.16%	79.94%	81.47%	83.18%	82.87%
Actual Performance	ED Attendance	11520	12106	11878	12391	10663	10133	10764	10086	10031	10338	9464	10477	129851
	MIU Attendance							2168	1950	1735	1849	1705	2002	11409
	>4 SATH Non-Admitted	827	1192	1093	1311	1218	1046	1515	1196	1564	1739	1488	1724	15913
	>4 SATH Admitted	959	1529	1336	1343	1277	1219	1363	1453	1514	1773	1578	1710	17054
	>4 RSH Non-Admitted	306	520	411	435	567	473	601	551	725	671	630	637	6527
	>4 RSH Admitted	537	834	794	678	711	749	783	814	824	882	793	818	9217
	>4 PRH Non-Admitted	521	672	682	876	651	573	914	645	839	1068	858	1087	9386
	>4 PRH Admitted	422	695	542	665	566	470	580	639	690	891	785	892	7837
	>4 SaTH Total	1786	2721	2429	2654	2495	2265	2878	2649	3078	3512	3066	3434	32967
	>4 MIU	0	0	0	0	0	0	0	1	1	1	0	6	9
	SaTH Performance	84.50%	77.52%	79.55%	78.58%	76.60%	77.65%	73.26%	73.74%	69.32%	66.03%	67.60%	67.22%	74.61%
	Performance with MIU	84.50%	77.52%	79.55%	78.58%	76.60%	77.65%	77.75%	77.98%	73.83%	71.17%	72.55%	72.43%	76.66%

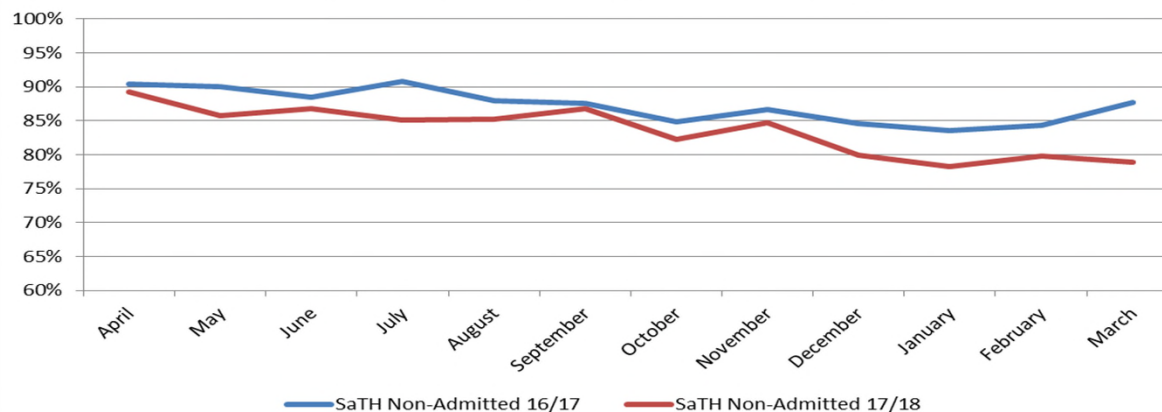
# A&E SaTH YTD Performance

**SaTH Admitted Performance**



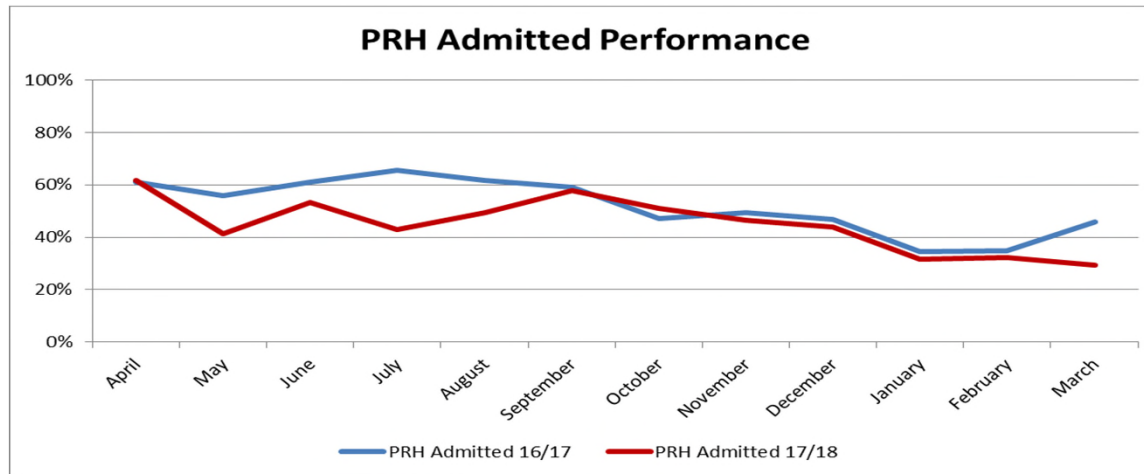
- SaTH admitted attendance for 2017/18 was up 1.5% (400) compared to last year.
- SaTH admitted breaches were up 12.66% (1916)
- SaTH admitted performance was down 6.22%

**SaTH Non-Admitted Performance**

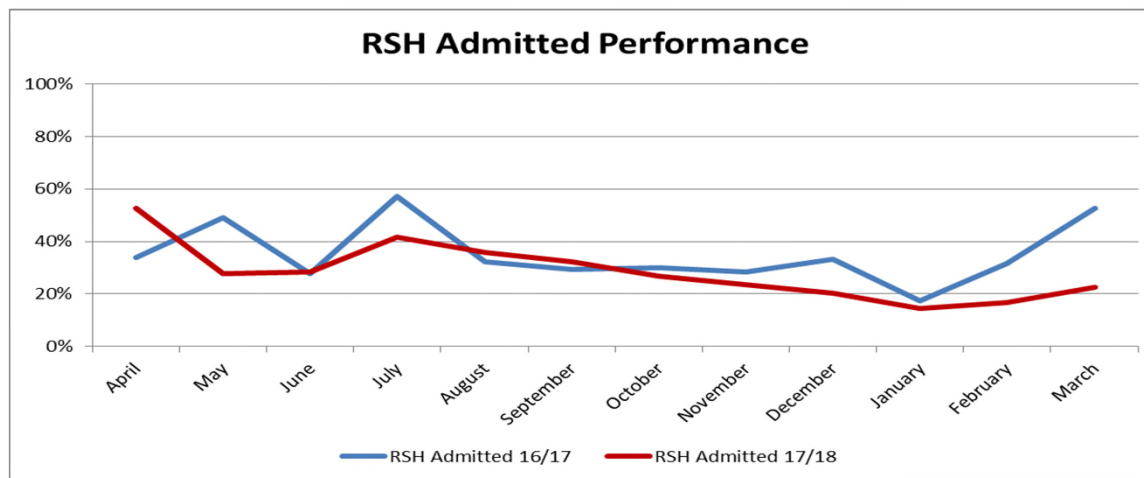


- SaTH Non-Admitted attendance for 2017/18 was up 4% (3791) compared to last year
- SaTH Non-Admitted breaches were up 35% (4134)
- SaTH Non-Admitted performance was down 3.7%

# A&E Admitted Attendances



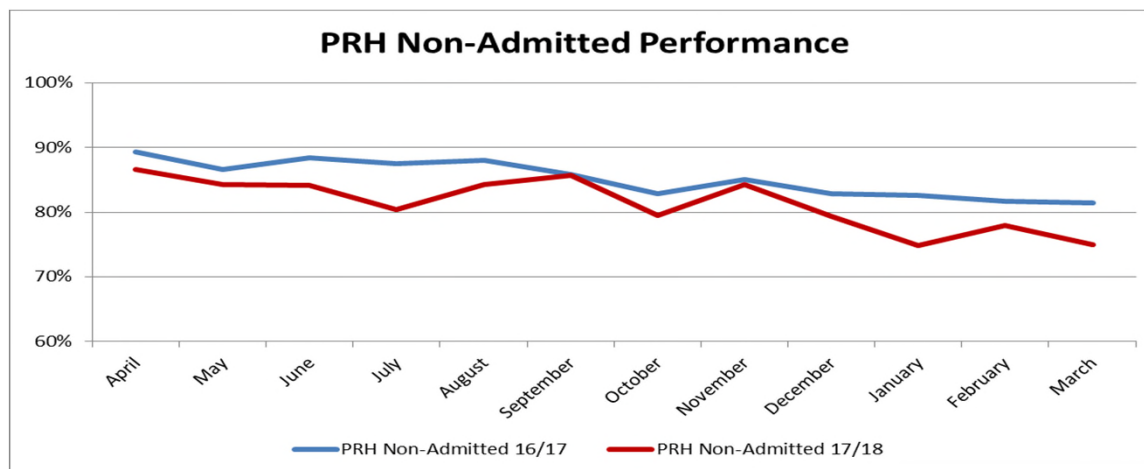
- PRH Admitted attendance is down 0.86% (-11) in Mar-18 compared with Mar-17
- PRH Admitted breaches are up 29% (200) compared with Mar-17
- PRH Admitted performance is down 16.3% compared with Mar-17



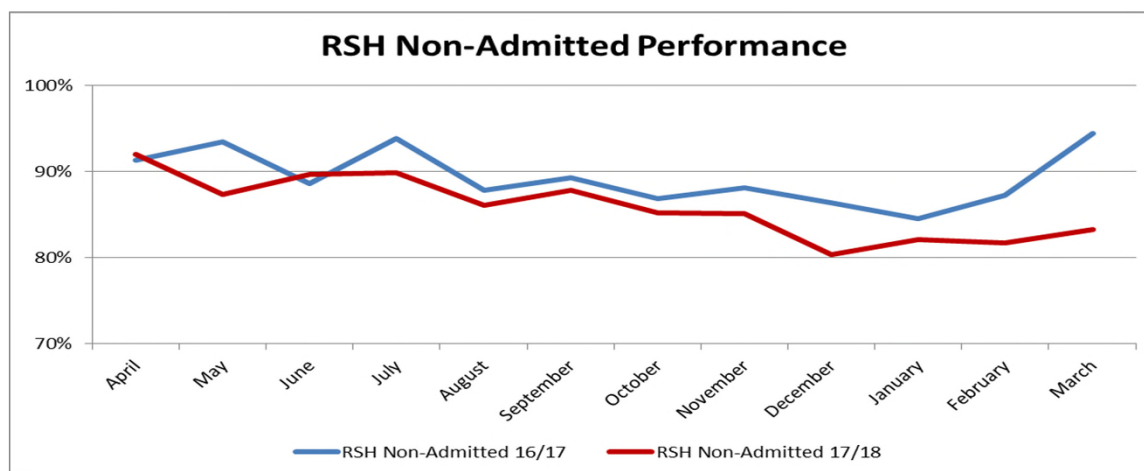
- RSH Admitted attendance is down 3.4% (-106) in Mar-18 compared with Mar-17
- RSH Admitted breaches are up 49% (268) compared with Mar-17
- RSH Admitted performance is down 30% compared with Mar-17



# A&E Non-Admitted Attendances



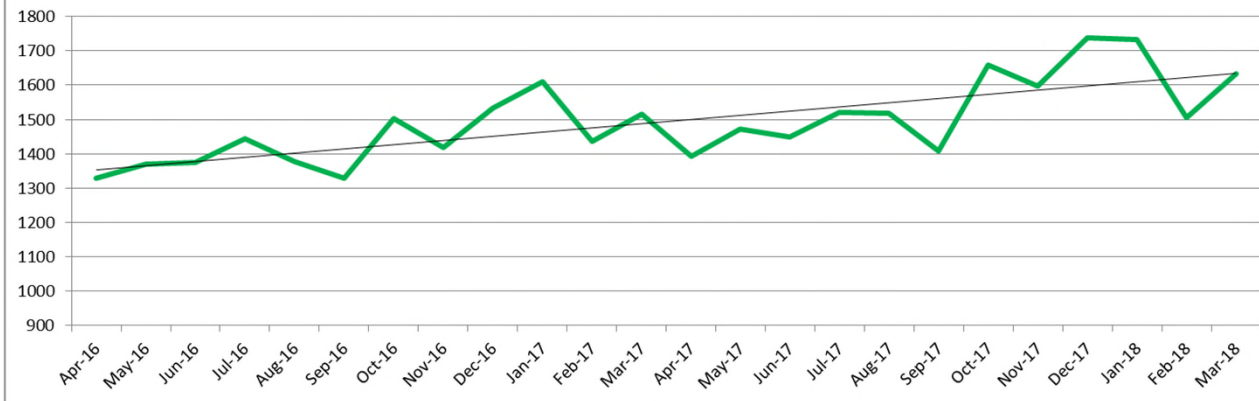
- PRH Non-Admitted attendance is up 5.5% (229) in Mar-18 compared with Mar-17
- PRH Non-Admitted breaches are up 42% (322) compared with Mar-17
- PRH Non-Admitted performance is down 4% compared with Mar-17



- RSH Non-Admitted attendance is down 0.16% (-6) in Mar-18 compared with Mar-17
- RSH Non-Admitted breaches are up 200% (424) compared with Mar-17
- RSH Non-Admitted performance is down 11% compared with Mar-17

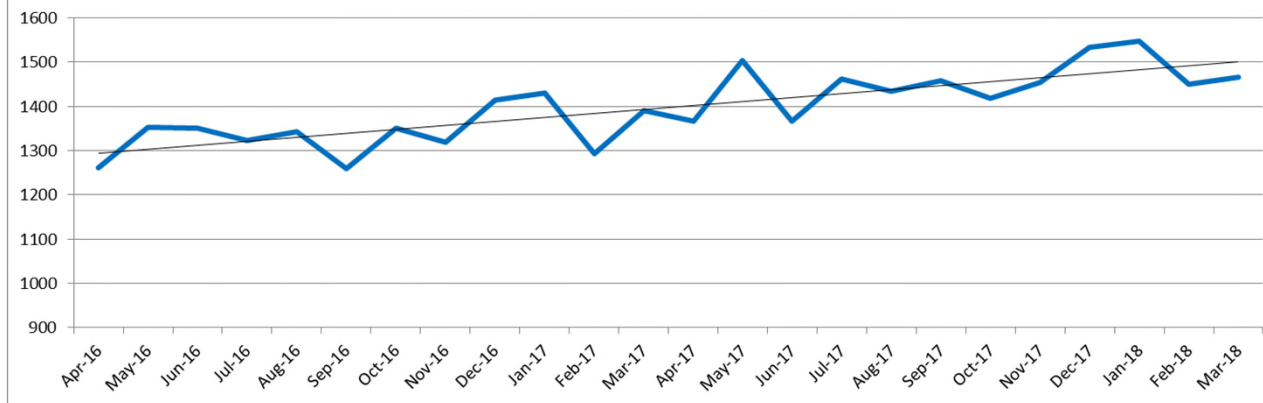
# A&E Arrivals via Ambulance

**PRH A&E Arrivals via Ambulance by Month**



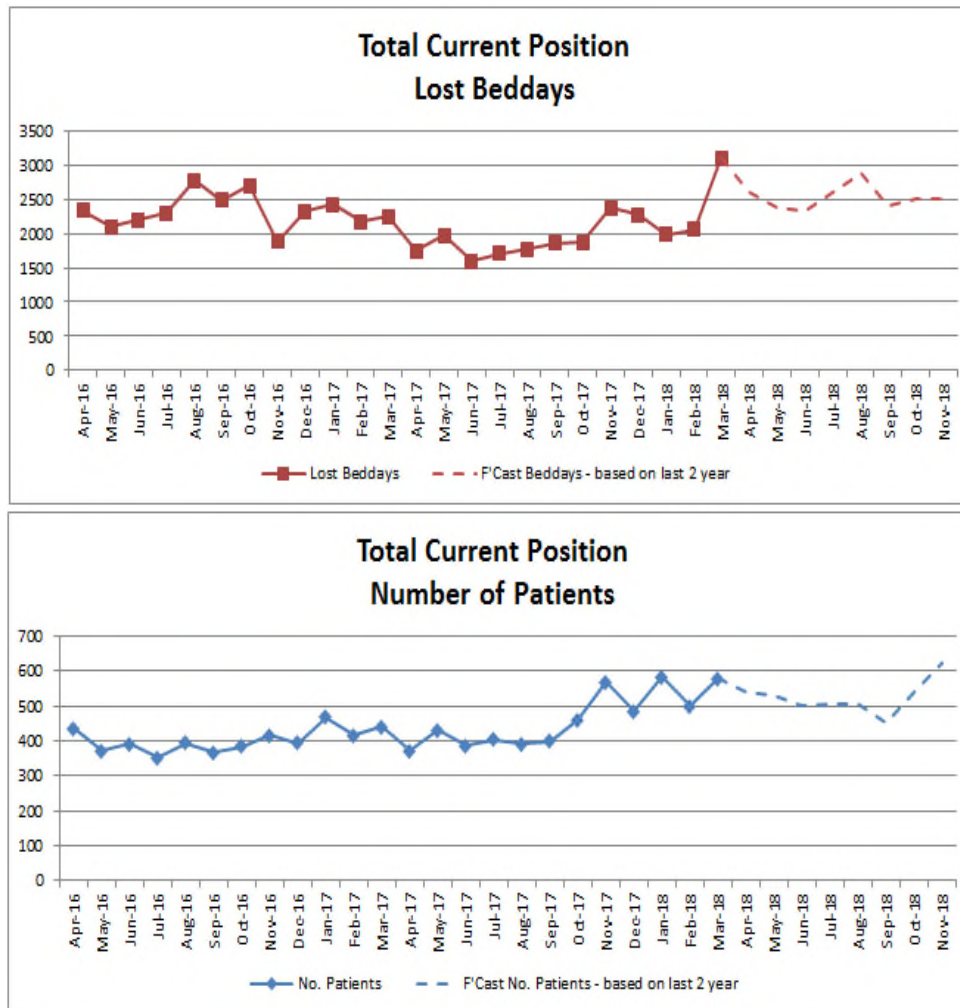
- At PRH there were 7.7% (117) more arrivals via ambulance comparing Mar-18 to Mar-17
- Ambulance arrivals were up 8% (1387) comparing 2017/18 to 2016/17

**RSH A&E Arrivals via Ambulance by Month**



- At RSH there were 5.4% (75) more arrivals via ambulance comparing Mar-18 to Mar-17
- Ambulance arrivals were up 8.5% (1372) comparing 2017/18 to 2016/17

# Medically Fit For Discharge (MFFD)

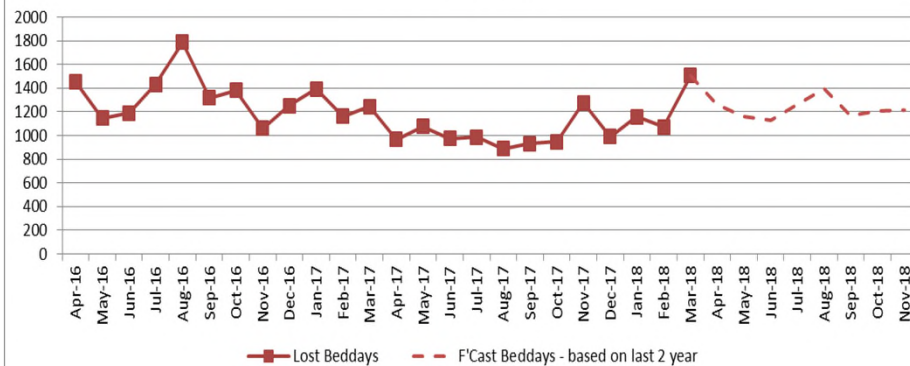


CCG	Discharge Month	No. Patients	Lost Beddays	Average Days on List	Avg Patients per week
Total	Mar-16	447	2715	6	112
	Apr-16	434	2338	5	109
	May-16	373	2093	6	93
	Jun-16	393	2202	6	98
	Jul-16	352	2304	7	88
	Aug-16	394	2786	7	99
	Sep-16	366	2491	7	92
	Oct-16	384	2703	7	96
	Nov-16	417	1886	5	104
	Dec-16	394	2326	6	99
	Jan-17	468	2434	5	117
	Feb-17	415	2179	5	104
	Mar-17	440	2247	5	110
	Apr-17	370	1752	5	93
	May-17	430	1971	5	108
	Jun-17	385	1604	4	96
	Jul-17	403	1711	4	101
	Aug-17	391	1770	5	98
	Sep-17	399	1860	5	100
	Oct-17	459	1882	4	115
	Nov-17	567	2369	4	142
	Dec-17	485	2276	5	121
	Jan-18	582	1987	3	146
	Feb-18	499	2059	4	125
	Mar-18	578	3103	5	145

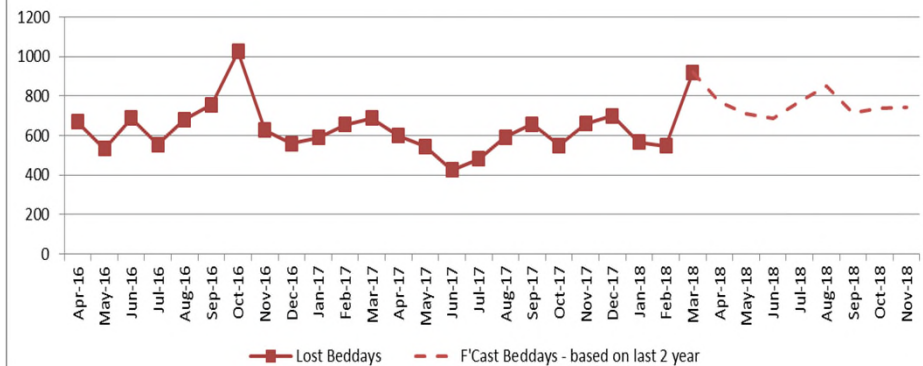
- Lost bed days increased by 38.1% when comparing Mar-18 to Mar-17
- They were up 50.7% compared to the previous month of Feb-18

# MFFD Lost Bed Days by CCG

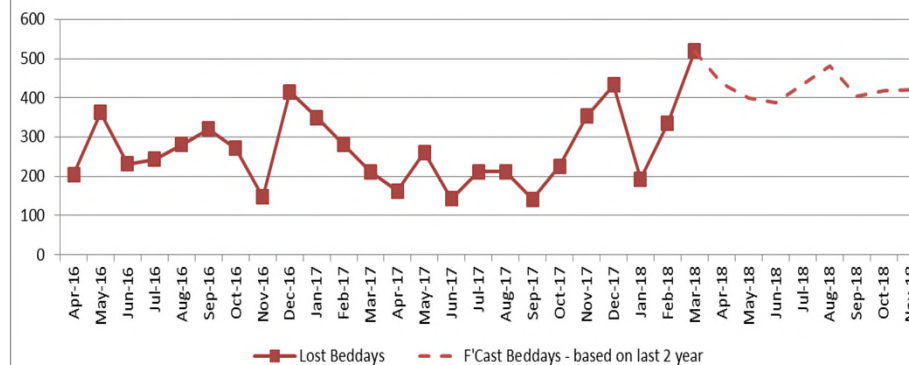
**SC Current Position  
Lost Beddays**



**TW Current Position  
Lost Beddays**



**Powys Current Position  
Lost Beddays**

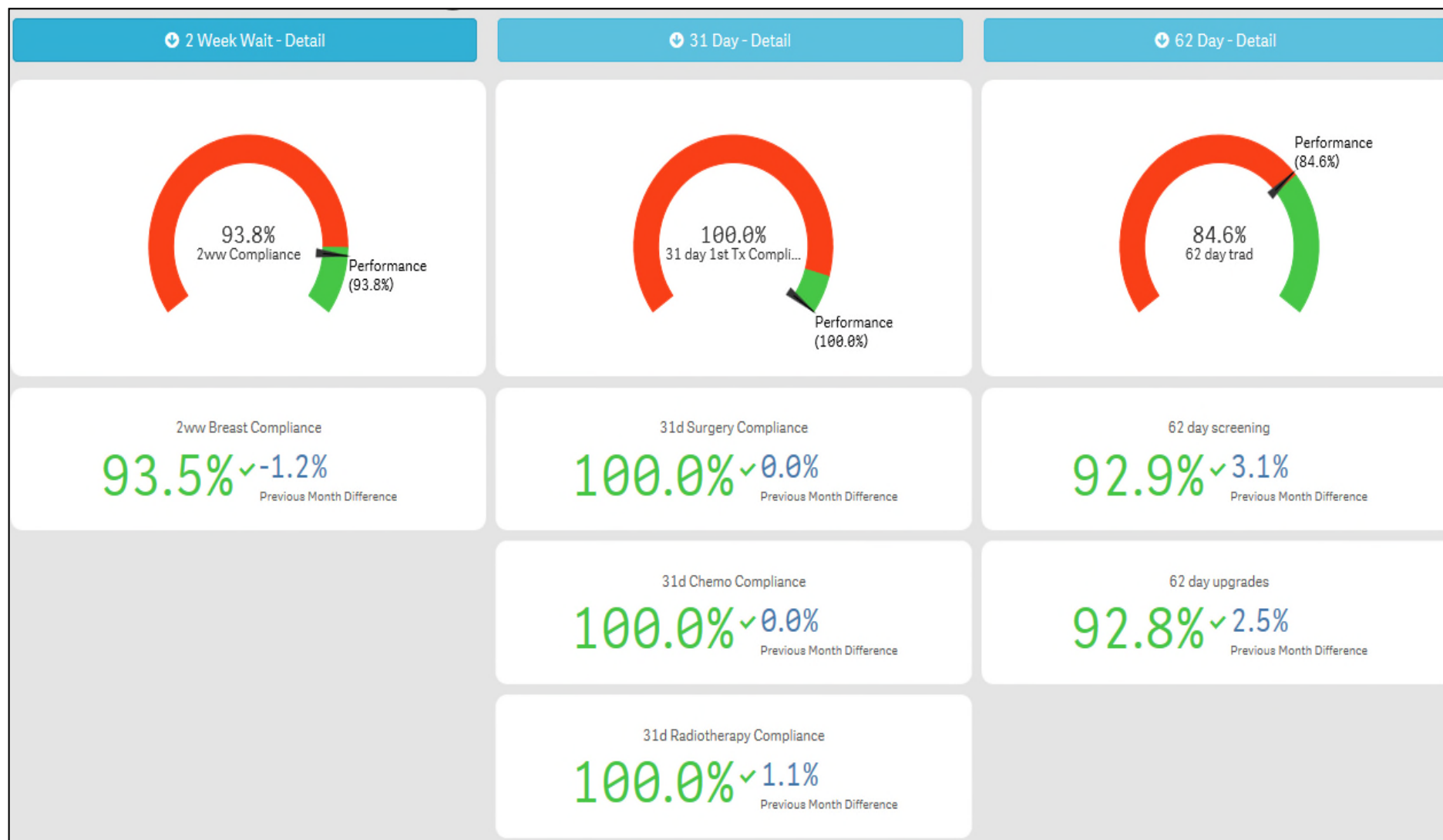


# Cancer and Diagnostics



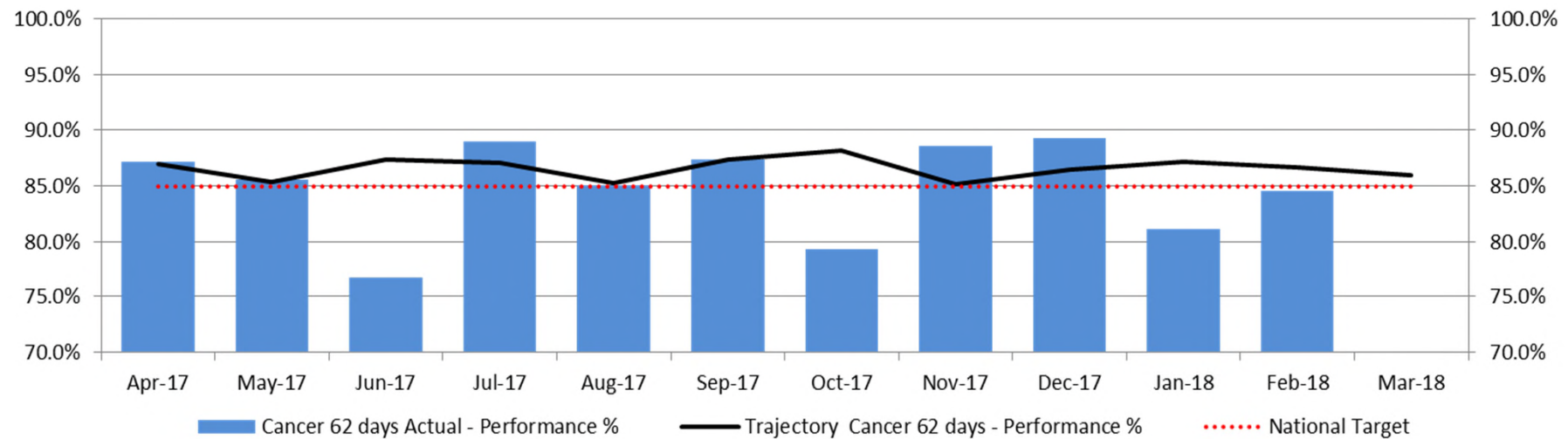
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# Cancer Summary – February 2018





# 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
Trajectory 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	22.0	17.0	22.5	16.5	12.0	23.50	17.50	
Cancer 62 days Actual - Total seen	113.0	118.0	133.0	136.0	147.0	135.0	109.0	145.0	112.0	124.50	113.50	
Cancer 62 days Actual - Performance %	87.2%	85.6%	76.7%	89.0%	85.0%	87.4%	79.4%	88.6%	89.3%	81.1%	84.6%	

February performance is 84.6%, against a trajectory of 86.7%

# Cancer Performance (Site Specific Performance)

										SaTH YTD
Measure	Monthly Target %	August	September	October	November	December	January	February	National Average	
62 days urgent ref to treatment	85	85.03%	87.40%	79.40%	88.60%	89.30%	81.12%	84.60%	80.80%	84.80%
Brain	85	N/A	N/A	N/A	N/A	N/A	N/A	N/A	-	N/A
Breast	85	100% 0/29	100% 0/23	90.00% 1/10	96.70% 1/30	100% 0/15	100% 0/24	100% 0/14	91.20%	98.60%
Colorectal	85	76.9% 3/13	77.80% 4/18	50.00% 4/8	86.70% 2/15	87.50% 2/16	80.60% 3/15½	57.10% 3/7	73.60%	75.30%
Gynaecology	85	100% 0/7	92.90% ½/7	100% 0/5	100% 0/5½	50.00% 2/4	70.80% 3½/12	22.20% 3½/4½	75.40%	77.20%
Haematology	85	84.20% 1½/9½	100% 0/7	80.00% 1/5	83.30% 1/6	100% 0/6	100% 0/2	100% 0/10	76.90%	83.90%
Head & Neck	85	60.00% 4/10	80.00% ½/2½	100% 0/2	50.00% 2/4	80.00% ½/2½	66.70% 1/3	100% 0/4	64.80%	71.10%
Lung	85	76.00% 3/12½	70.60% 5/17	57.60% 7/16.5	75.00% 2/8	64.30% 2½/7	66.70% 2½/7½	76.50% 2/8½	72.40%	67.50%
Skin	85	95.80% 1/24	94.70% 2/38	95.00% 1/20	100% 0/26	96.40% 1/28	100% 0/24	100% 0/21	95.50%	96.90%
Upper GI	85	66.70% 3/9	63.60% 2/5½	72.70% 3/11	72.70% 3/11	75.00% 2/8	42.10% 5½/9½	66.70% 2/6	72.50%	67.90%
Urology	85	79.30% 6/29	87.50% 2/16	85.70% 4/28	88.30% 4½/38½	91.30% 2/23	69.20% 8/26	81.10% 7/37	76.30%	85.80%

- Zero tolerance of administrative breaches.
- Robust SLAS and service specifications in place with tertiary centres.
- Radiology reporting remains challenged actions are in place to improve this with outsourcing of reporting to be increased

# Cancer 104 + Days – Actions to improve performance

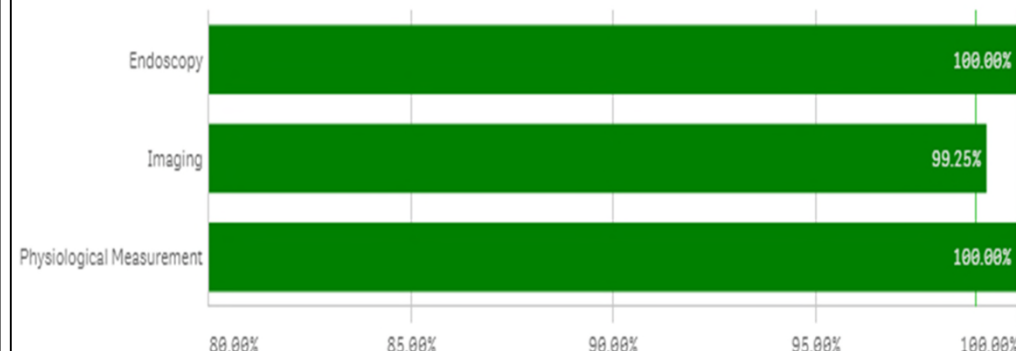
- All patients between 63 and 82 days to have care plan in place to avoid 104 day waits
- RCAs to be reviewed and actions to followed up with Care Groups.
- Review of all patient choice breaches and actions to reduce these.
- Cancer lead Nurse is reviewing all the patient pathways with the CNS teams action is been taken based on the findings of the review.

# Diagnostic Waiting Times – February 2018

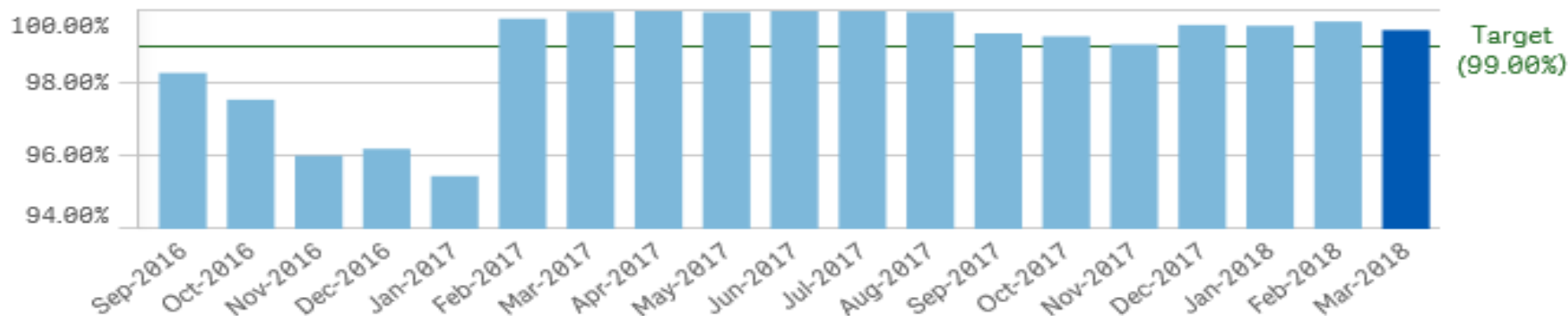
% of patients awaiting a diagnostic test, who have waited less than 6 weeks compared to 99% target

% waited under 6 weeks  
**99.42%** ✓ -0.24%  
 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 March the diagnostic target.

# Finance Update



Proud To **Care**  
Make It **Happen**  
We Value **Respect**  
Together We **Achieve**

# 2017/18 month 12 position

	YTD			In Month		
	Plan	Actual	Variance	Plan	Actual	Variance
	£000s	£000s	£000s	£000s	£000s	£000s
Income	348,205	354,093	5,888	29,501	32,118	2,617
Pay	(239,299)	(245,049)	(5,750)	(20,226)	(21,048)	(822)
Non-Pay	(109,835)	(116,207)	(6,372)	(9,570)	(11,763)	(2,193)
<b>Total expenditure</b>	<b>(349,134)</b>	<b>(361,256)</b>	<b>(12,122)</b>	<b>(29,796)</b>	<b>(32,811)</b>	<b>(3,015)</b>
<b>EBITDA</b>	<b>(929)</b>	<b>(7,163)</b>	<b>(6,234)</b>	<b>(295)</b>	<b>(694)</b>	<b>(399)</b>
Finance Costs	(14,449)	(14,169)	280	(1,208)	(1,072)	136
<b>Surplus/(deficit) pre STF</b>	<b>(15,378)</b>	<b>(21,332)</b>	<b>(5,954)</b>	<b>(1,503)</b>	<b>(1,766)</b>	<b>(263)</b>
<b>STF</b>	<b>9,315</b>	<b>1,188</b>	<b>(8,127)</b>	<b>1,086</b>	<b>0</b>	<b>(1,086)</b>
<b>STF General Distribution</b>	<b>0</b>	<b>2,744</b>	<b>2,744</b>	<b>0</b>	<b>2,744</b>	<b>2,744</b>
<b>Adjusted Surplus/(deficit) post actual STF</b>	<b>(6,063)</b>	<b>(17,400)</b>	<b>(11,337)</b>	<b>(417)</b>	<b>978</b>	<b>1,395</b>

At the end of month 12 the Trust had planned to deliver an in year deficit before STF of £15.378 million and actually recorded a deficit of £21.332 million, £5.954 million worse than plan.

Having taken account of the STF income received the cumulative deficit reduces to £17.400 million, £11.337 million away from the original plan and control total set by NHSI.



# 2018/19 plan

	Recurrent £000's	Non Recurrent £000's	Total £000's	Outturn 2017/18 £000's	% change
Income	354,139	452	354,591	354,093	0.14%
NTDA Support					
Expenditure					
Pay	(249,222)	(1,415)	(250,637)	(245,049)	2.28%
Non Pay	(115,743)	(129)	(115,872)	(116,207)	-0.29%
Reserves	-	-	-		
Cost Improvement Programme	8,198		8,198		
High Risk CIP	(5,647)		(5,647)		
Total Expenditure	(362,414)	(1,544)	(363,958)	(361,256)	0.75%
Earnings before Interest, Tax, Dividends and Amortisation (EBITDA)	(8,275)	(1,092)	(9,367)	(7,163)	
Dividends and Amortisation	(18,719)	4,000	(14,719)	(14,169)	3.88%
Surplus / (deficit) before corrective actions	(26,994)	2,908	(24,086)	(21,332)	
Corrective actions – High Risk CIP	5,647		5,647		
Surplus / (deficit) after corrective actions	(21,347)	2,908	(18,439)	(21,332)	
STF/PSF Monies	-	9,824	9,824	3,932	
Surplus / (deficit) after receipt of STF/PSF	(21,347)	12,732	(8,615)	(17,400)	

As can be seen the Trust believes that it is possible to record a deficit in the 2018/19 financial year of £8.615 million post PSF therefore meeting the control total as set by NHSI.

It is important to note that this number has been amended since the Trust's financial strategy paper due to the revision of the Trust's control total. This change has led to the level of CIP required increasing by £1.151 million.

# 2018/19 cost improvement update

Waste Removal Milestone	FYE Total	PYE Total	PID	Q/A	PLAN	FINANCE TRACKER	Indicator			
							Is the task Defined?	Is there a plan?	Is there ownership of plan delivery?	Are we delivering?
Procurement Savings	1400	1300	A	A	AG	A	G	A	AG	A
Unavailability - restrict to 24 per cent by July	1280	960	A	A	A	RA	G	RA	A	R
Addressing Income Reduction - cost savings	2000	1500	R	R	RA	RA	AG	RA	RA	RA
Theatres etc.	1000	750	RA	RA	RA	R	A	RA	AG	RA
Ophthalmology Consolidation	100	50	R	R	R	R	RA	RA	RA	RA
Corporate Services	500	500	A	A	A	AG	G	A	G	A
Housekeeping - 2 % savings	2000	1250	RA	RA	RA	RA	G	RA	RA	R
Reduce Escalation by 1st July	1400	700	R	R	R	R	A	R	A	R
Nurse Agency premium mgt - Tier 1 Oct	3100	1550	RA	R	RA	R	A	RA	A	R
WLI Review £150 to NHSI cap rate £120	450	150	R	R	R	R	R	R	R	R
Drug Spend - £7.2 million - 5 per cent	360	180	R	R	R	R	A	R	G	R
<b>Total</b>	<b>£ 13,590</b>	<b>£ 8,890</b>								
<b>Slippage</b>		<b>-£ 692</b>								
<b>2018/19 CIP Target</b>	<b>£ 13,590</b>	<b>£ 8,198</b>								

The Trust has identified potential CIP schemes of £8.890 million but has built in a level of slippage to reduce the CIP target to £8.198 million. A breakdown of these schemes and the current RAG status is detailed above. A monthly waste removal group has been established and a robust governance structure put in place.

## PERFORMANCE FINANCE REPORT – MONTH 12

### 1. Income & Expenditure position

The financial position of the Trust at the end of the 2017/18 financial year is presented in the table below:

	YTD			In Month		
	Plan	Actual	Variance	Plan	Actual	Variance
	£000s	£000s	£000s	£000s	£000s	£000s
Income	348,205	354,093	5,888	29,501	32,118	2,617
Pay	(239,299)	(245,049)	(5,750)	(20,226)	(21,048)	(822)
Non-Pay	(109,835)	(116,207)	(6,372)	(9,570)	(11,763)	(2,193)
<b>Total expenditure</b>	<b>(349,134)</b>	<b>(361,256)</b>	<b>(12,122)</b>	<b>(29,796)</b>	<b>(32,811)</b>	<b>(3,015)</b>
<b>EBITDA</b>	<b>(929)</b>	<b>(7,163)</b>	<b>(6,234)</b>	<b>(295)</b>	<b>(694)</b>	<b>(399)</b>
Finance Costs	(14,449)	(14,169)	280	(1,208)	(1,072)	136
<b>Surplus/(deficit) pre STF</b>	<b>(15,378)</b>	<b>(21,332)</b>	<b>(5,954)</b>	<b>(1,503)</b>	<b>(1,766)</b>	<b>(263)</b>
<b>STF</b>	<b>9,315</b>	<b>1,188</b>	<b>(8,127)</b>	<b>1,086</b>	<b>0</b>	<b>(1,086)</b>
<b>STF General Distribution</b>	<b>0</b>	<b>2,744</b>	<b>2,744</b>	<b>0</b>	<b>2,744</b>	<b>2,744</b>
<b>Adjusted Surplus/(deficit) post actual STF</b>	<b>(6,063)</b>	<b>(17,400)</b>	<b>(11,337)</b>	<b>(417)</b>	<b>978</b>	<b>1,395</b>

At the end of month 12 the Trust had planned to deliver an in year deficit before STF of £15.378 million and actually recorded a deficit of £21.332 million, £5.954 million worse than plan.

Having taken account of the STF income received the cumulative deficit reduces to £17.400 million, £11.337 million away from the original plan and control total set by NHSI.

### 2. Income

#### 2.1 Income – Performance to date

At the end of the 2017/18 financial year, the Trust had planned to receive income amounting to £348.205 million and had generated income amounting to £354.093 million, an over performance of £5.888 million.

	YTD Budget	YTD Actual	Variance	Variance %	YTD Budget	YTD Actual	Financial Variance Value	Price Variance
	Activity	Activity	Activity		£000s	£000s	£000s	£000s
Accident and Emergency	109,229	111,333	2,104	1.9%	14,180	14,550	370	97
Outpatient Appts (Attenda	444,234	423,537	(20,697)	(4.7%)	50,571	48,234	(2,337)	64
Elective Day Cases	46,979	46,839	(140)	(0.3%)	29,549	29,652	103	260
Elective Inpatient (Spells)	6,059	5,443	(616)	(10.2%)	17,630	17,096	(534)	896
Non Elective (Spells)	50,416	50,984	568	1.1%	98,921	103,561	4,640	3,304
Non Elective Other	7,866	7,158	(708)	(9.0%)	15,660	14,473	(1,187)	111
Emergency Threshold					(3,070)	(4,668)	(1,598)	(1,598)
Education					11,698	11,829	131	131
Injury Cost Recovery					1,400	1,370	(30)	(30)
Private Patients					1,325	1,235	(90)	(90)
Others (Inc Reserves)					110,341	116,760	6,419	6,419
<b>Total</b>	<b>664,783</b>	<b>645,294</b>	<b>(19,489)</b>	<b>(2.9%)</b>	<b>348,205</b>	<b>354,093</b>	<b>5,888</b>	<b>9,565</b>
Sustainability & Transformation Funds					9,315	3,932	(5,383)	(5,383)
<b>Total after STF</b>	<b>664,783</b>	<b>645,294</b>	<b>(19,489)</b>	<b>(2.9%)</b>	<b>357,520</b>	<b>358,025</b>	<b>505</b>	<b>4,182</b>

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

- i) STF income is less than plan (£5.383 million) due to none delivery of the national A&E target and the financial control total.
- 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 by 5% namely within; Neurology, ENT, Gynaecology, Ophthalmology and T&O.
- iv) Elective Daycase activity is broadly in line with plan with an overperformance in Ophthalmology, Cardiology and Clinical Haematology offsetting an underperformance in Gastro.
- v) Elective Inpatient spells have underperformed against plan by 616 spells (10%), this is mainly within Urology, Clinical Oncology, T&O and ENT.
- vi) Non Elective activity is 568 spells higher than the planned levels to date (1%).
- vii) Other clinical income is overperforming to date by £6.419 million, this is made up of an increase in funding for winter (£2.579 million to date) and a level of gain associated with contract negotiation.

	Actual																
	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	9,948	9,372	9,109	9,476	9,702	9,063	8,888	9,218	9,244	8,540	9,382	9,055	111,333
Outpatient Attendances	31,303	37,930	37,769	35,667	36,233	35,719	35,765	35,906	37,630	38,075	27,163	34,289	36,148	33,939	35,863	35,317	423,537
Elective Daycases	3,761	4,161	3,991	3,971	3,819	4,116	4,118	4,018	4,197	4,038	3,263	3,833	3,879	3,526	3,970	3,792	46,839
Elective Inpatient Spells	397	484	525	469	551	478	452	494	486	499	416	467	330	384	441	385	5,443
Emergency Spells	4,014	4,269	4,235	4,173	4,232	4,100	3,968	4,100	4,261	4,437	4,197	4,298	4,624	4,086	4,561	4,424	50,984
Maternity/Non Elective Other Spells	613	649	603	622	556	609	605	590	590	535	609	578	563	512	714	596	7,158

#### 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 Internal Plan	3,392	4,081	4,148	3,874	4,050	3,870	3,887	3,936	4,162	4,020	3,406	3,863	3,936	3,840	4,186	3,987	46,977
Actual	3,761	4,161	3,991	3,971	3,819	4,116	4,118	4,018	4,197	4,038	3,263	3,833	3,879	3,526	3,970	3,792	46,839
Variance	369	80	(157)	97	(231)	246	231	82	35	18	(143)	(30)	(57)	(314)	(216)	(196)	
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	3,958	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 Internal Plan	446	549	545	513	533	512	490	512	580	561	464	528	454	468	476	466	6,059
Actual	397	484	525	469	551	478	452	494	486	499	416	467	330	384	441	385	5,443
Variance	(49)	(65)	(20)	(45)	18	(34)	(38)	(18)	(74)	(62)	(48)	(61)	(124)	(84)	(35)	(81)	
16/17	490	493	558	514	525	484	505	505	498	551	489	513	390	424	566	457	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 Internal Plan	4,094	4,036	4,157	4,096	4,062	4,037	4,253	4,117	4,138	4,218	4,436	4,264	4,346	4,107	4,533	4,329	50,416
Actual	4,014	4,269	4,235	4,173	4,232	4,100	3,968	4,100	4,261	4,437	4,197	4,298	4,624	4,086	4,561	4,424	50,984
Variance	(80)	233	78	77	170	63	(285)	(17)	123	219	(239)	34	278	(21)	28	95	
16/17	3,993	4,125	4,158	4,092	4,159	3,974	4,099	4,077	4,057	4,207	4,310	4,191	4,149	3,860	4,528	4,179	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 Internal Plan	604	691	646	647	696	643	657	666	725	678	620	674	616	615	673	635	7,866
Actual	613	649	603	622	556	609	605	590	590	535	609	578	563	512	714	596	7,158
Variance	9	(42)	(43)	(25)	(140)	(34)	(52)	(76)	(135)	(143)	(11)	(96)	(53)	(103)	41	(39)	
16/17	606	697	631	645	666	646	677	663	712	689	648	683	669	647	675	664	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 Internal 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	37,930	37,769	35,667	36,233	35,719	35,765	35,906	37,630	38,075	27,163	34,289	36,148	33,939	35,863	35,317	423,537
Variance	(399)	(1,349)	(1,417)	(1,055)	515	(699)	(1,960)	(715)	(1,944)	(2,646)	(3,668)	(2,753)	(4,191)	(1,868)	(1,072)	(2,377)	
16/17	35,444	35,987	37,404	36,278	34,449	37,056	38,043	36,516	36,417	39,050	31,059	35,509	37,037	34,626	39,227	36,963	435,799
15/16	33,528	31,399	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 Internal 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	9,362	9,948	9,372	9,109	9,476	9,702	9,063	8,888	9,218	9,244	8,540	9,382	9,055	111,333
Variance	205	124	252	194	266	268	(81)	151	275	223	36	178	480	224	(169)	178	
16/17	8,703	9,523	9,143	9,123	9,729	9,058	9,025	9,271	9,352	8,724	8,616	8,897	8,357	7,995	9,282	8,545	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

### 3.1 Pay

To date the pay spend amounted to £225.049 million against a plan of £239.299 million resulting in an overspend of £15.750 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 continued use of agency above those levels planned which is well in excess of the Agency Ceiling set by NHSI.

Agency Ceiling		Agency Expenditure		Variance		Annual Agency Ceiling
YTD		YTD		Under/ (Over)		
£000s		£000s		£000s		£000s
10,559		18,689		(8,130)		10,559

Total agency spend for April 2017 – March 2018 amounted to £18.689 million, £8.130 million above the Agency Ceiling set by NHSI.

### 3.2 Non Pay

To date the non pay spend amounted to £116.207 million against a plan of £109.835 million resulting in an overspend of £6.372 million.

The table below highlights the average run rate for non pay since April 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
Sep-17	6,724
Oct-17	7,340
Nov-17	7,072
Dec-17	7,208
Jan-18	7,338
Feb-18	7,053
Mar-18	7,619

#### **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 12 (March 2018)									
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	To be c/f to 2018/19
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
<b>Outstanding Commitments from 2016/17</b>	<b>115</b>	<b>22</b>	<b>0</b>	<b>22</b>	<b>0</b>	<b>0</b>	<b>22</b>	<b>93</b>	<b>14</b>
<b>Pre-Committed Schemes</b>									
MRI Scanners x 3 Enabling Works not completed 16.17	1,501	1,478	0	1,478	0	0	1,478	23	5
Ophthalmology move into Copthorne Building - not completed 16.17	702	702	0	702	0	0	702	0	0
Ophthalmology move into Copthorne Building - (F&E agreed by CPG)	12	13	0	13	0	0	13	0	0
Medicines Stock Management (agreed at Sustainability Cttee Feb 17)	270	257	0	257	0	0	257	13	12
Additional Car Parking Spaces (agreed at Feb CPG)	0	0	0	0	0	0	0	0	0
E-Rostering Software Implementation - I-pads	50	20	0	20	0	0	20	30	0
In House costs of delivery of schemes	820	709	0	709	0	0	709	111	0
Replacement Linac (condition of Lingen Davies Grant)	366	345	0	345	0	0	345	21	18
RSH MLU/PAU - P2 FCHS	100	0	0	0	0	0	0	100	0
PRH IT Computer Room Infrastructure	485	485	0	485	0	0	485	0	0
Contingency Fund - Estates	71	71	0	71	0	0	71	0	0
Contingency Fund - Medical Equipment	130	128	0	128	0	0	128	2	0
Contingency Fund - IT Equipment	130	129	0	129	0	0	129	1	0
Contingency Fund - Non-Patient Connected Equipment Replacement	35	34	0	34	0	0	34	1	0
Contingency Fund - VitalPac/PSAG	25	27	0	27	0	0	27	-2	0
Contingency Fund - Support Services Care Group Equipment	100	98	0	98	0	0	98	2	0
Contingency Fund - Facilities Equipment	25	27	0	27	0	0	27	-2	0
Contingency Fund - Patient Environment (inc Furniture)	25	21	0	21	0	0	21	4	4
<b>Total Delegated Contingency Funds</b>	<b>541</b>	<b>534</b>	<b>0</b>	<b>534</b>	<b>0</b>	<b>0</b>	<b>534</b>	<b>7</b>	<b>4</b>
Capitalisation of Expenditure	1,800	1,829	0	1,829	0	0	1,829	-29	0
<b>Corporate Contingency (In Year Allocations)</b>	<b>1,747</b>	<b>1,873</b>	<b>0</b>	<b>1,873</b>	<b>0</b>	<b>0</b>	<b>1,873</b>	<b>-126</b>	<b>0</b>
CC Ophthalmology into Copthorne Building - Phase 2 (Paediatrics)	130	140	0	140	0	0	140	-11	0
CC Ophthalmology into Copthorne Building - F&E Phase 2 (Paediatrics)	120	119	0	119	0	0	119	1	0
CC QLIK Rollout	42	42	0	42	0	0	42	0	0
CC WARD RECONFIGURATION	20	8	0	8	0	0	8	12	0
CC Asbestos	336	368	0	368	0	0	368	-32	0
CC Optical Coherence Tomography (OCT) Replacement	159	159	0	159	0	0	159	0	0
CC CLINIC 10 REFURBISHMENT	207	194	0	194	0	0	194	12	0
CC Electronic Patient Record	50	50	0	50	0	0	50	0	0
CC Ophthalmology into Copthorne Building - Phase 3 (ward 20)	14	15	0	15	0	0	15	-1	0
CC WARD 20 MLU	30	34	0	34	0	0	34	-4	0
CC IT Servers/Storage	100	99	0	99	0	0	99	1	0
CC NHS Net Migration	100	134	0	134	0	0	134	-34	0
CC P1 Medical Equipment	88	113	0	113	0	0	113	-25	0
CC RSH MLU	352	394	0	394	0	0	394	-42	0
<b>Estates Risks Rated Priority 1</b>									
Ward Block calorifers	150	172	0	172	0	0	172	-22	0
EP1 - Fire Doors	100	107	0	107	0	0	107	-7	0
EP1 - Fire Alarms	100	146	0	146	0	0	146	-46	0
EP1 - Fire Compartmentation	100	36	0	36	0	0	36	64	0
EP1 - Fire Other	78	171	0	171	0	0	171	-93	0
Subway duct - Phase 2	730	759	0	759	0	0	759	-29	0
RSH ward block lifts	190	175	0	175	0	0	175	15	0
<b>New In Year Capital Projects</b>									
NIY PRH A&E Streaming Capital Project (PDC)	1,211	1,202	0	1,202	0	0	1,202	9	36
PRH CDU (PDC)	600	631	0	631	0	0	631	-31	0
NIY CYBER SECURITY	166	166	0	166	0	0	166	0	0
<b>Total Capital Schemes</b>	<b>11,934</b>	<b>11,834</b>	<b>0</b>	<b>11,834</b>	<b>0</b>	<b>0</b>	<b>11,834</b>	<b>100</b>	<b>89</b>
Overcommitted/Unallocated	-100	0	0	0	0	0	0	-100	0
<b>Total</b>	<b>11,834</b>	<b>11,834</b>	<b>0</b>	<b>11,834</b>	<b>0</b>	<b>0</b>	<b>11,834</b>	<b>0</b>	<b>89</b>

The Capital Resource Limit (CRL) for 2017/18 has been increased to £11.834 million, representing Internally Generated CRL of £10.068 million and Public Dividend Capital (PDC) allocation of £1.600 million for PRH A&E Streaming Capital Project (£1.000 million Urgent Care Centre and £0.600 million Clinical Decisions Unit) and an additional PDC allocation of £0.166 million in respect of Cyber Security.

At Month 12, £11.834 million has been expensed, with the Trust achieving its Capital Resource Limit.

## 5. Trust cash position

The Shrewsbury and Telford Hospital NHS Trust  
Cashflow - 2017/18

Cashflow 2018/19

	Actual March Month £000's	Forecast April Month £000's	Forecast May Month £000's	Forecast June Month £000's	Forecast July Month £000's	Forecast August Month £000's	Forecast September Month £000's	Forecast October Month £000's	Forecast November Month £000's	Forecast December Month £000's	Forecast January Month £000's	Forecast February Month £000's	Forecast March Month £000's
Balance B/fwd	8,102	1,700	7,968	1,849	1,700	1,700	1,700	1,700	1,853	1,700	1,700	2,409	1,700
INCOME													
Income I&E	43,234	29,203	29,176	28,831	31,400	28,232	28,078	32,827	30,472	29,439	33,664	28,036	29,985
Income - Total Balance Sheet Changes	(8,202)	5,630	0	4,005	0	0	0	0	0	0	0	0	0
Total Income Cashflow	35,032	34,833	29,176	32,836	31,400	28,232	28,078	32,827	30,472	29,439	33,664	28,036	29,985
Revolving Working Capital - I&E Deficit	438			340	540	3,767	5,047		1,714	2,816		2,237	2,919
Working Capital Support	(1,756)												
Revolving Working Capital - STF													
PDC - Capital PRH A&E Streaming	1,000												
PDC - Capital PRH CDU	400												
PDC - Capital Cyber Security	166												
Total Income Cashflow (inc loan)	35,280	34,833	29,176	33,176	31,940	31,999	33,125	32,827	32,186	32,255	33,664	30,273	32,904
Repayment of RWC - on receipt of STF 1617													
Repayment of RWC - on receipt of STF 1718													
Total repayment of Loans re STF	0	0	0	0	0	0	0	0	0	0	0	0	0
PAY													
Pay I&E	(21,986)	(20,475)	(21,207)	(21,065)	(20,345)	(20,589)	(20,498)	(20,517)	(20,521)	(20,647)	(20,735)	(20,700)	(20,648)
Pay - Total Balance Sheet Changes	(3,808)	4,762	0	0	0	0	0	0	0	0	0	0	0
Total Pay Cashflow	(25,795)	(15,713)	(21,207)	(21,065)	(20,345)	(20,589)	(20,498)	(20,517)	(20,521)	(20,647)	(20,735)	(20,700)	(20,648)
NON PAY													
Non Pay I&E	(13,487)	(9,118)	(10,122)	(10,282)	(9,776)	(9,590)	(9,347)	(10,337)	(9,999)	(9,788)	(10,402)	(8,463)	(8,865)
Non Pay - Total Balance Sheet Changes	822	(857)	(857)	(857)	(857)	(857)	(857)	(857)	(857)	(857)	(857)	(857)	(857)
Total Non Pay Cashflow	(12,665)	(9,975)	(10,979)	(11,139)	(10,633)	(10,447)	(10,204)	(11,195)	(10,856)	(10,645)	(11,259)	(9,320)	(9,723)
Finance Costs													
Finance Costs I&E	(1,851)	(38)	(38)	(38)	(38)	(38)	(1,609)	(38)	(38)	(38)	(38)	(38)	(1,609)
Finance Costs - Total Balance Sheet Changes	(75)	3	(38)	0	0	0	111	0	0	0	0	0	0
Total Finance Costs Cashflow	(1,926)	(35)	(76)	(38)	(38)	(38)	(1,499)	(38)	(38)	(38)	(38)	(38)	(1,609)
Capital													
Capital Expenditure	(7,360)	(924)	(924)	(924)	(924)	(924)	(924)	(924)	(924)	(924)	(924)	(924)	(924)
Capital - Total Balance Sheet Changes	6,013	(1,917)	(2,109)	(159)	0	0	0	0	0	0	0	0	0
Total Capital Cashflow	(1,347)	(2,842)	(3,033)	(1,083)	(924)	(924)	(924)	(924)	(924)	(924)	(924)	(924)	(924)
Total Cashflow	(6,453)	6,268	(6,119)	(149)	(0)	1	0	153	(153)	0	708	(709)	(0)
Balance C/fwd	1,649	7,968	1,849	1,700	1,700	1,700	1,700	1,853	1,700	1,700	2,409	1,700	1,700

- The Trust is required to hold £1.700 million on the Balance Sheet at the end of the financial year, which was achieved, with £1.649 million cash held in the Trust's bank account.
- Due to delays in expenditure in the Trust's Capital Programme, there is over £4.000 million of payments to 'capital creditors' which will be due during the first quarter of 2018. This has been factored into the cash model below. It is therefore necessary for the Trust to control its expenditure to ensure that cash is available to pay these creditors.
- For 2018/19, the Trust is forecasting a deficit of £19.380 million and in the cash model above it is assumed revenue financing will be made available from the Department of Health. However, the Trust has been informed that this financing will be subject to increased challenge and scrutiny.

## 6. Receivables/Payables

### 6.1 Receivables

Accounts Receivable aged debt summary as at 31 March 2018:

	1-30 Days	31-60 Days	61+ Days	Total
	£000	£000	£000	£000
NHS (English)	4,669	265	557	5,491
NHS (Non-English)	2,623	41	35	2,698
Private Patients	27	6	41	74
Other*	1,285	32	197	1,514
<b>Total</b>	<b>8,604</b>	<b>344</b>	<b>829</b>	<b>9,777</b>

\*Other includes prescriptions, catering recharges, accommodation, overseas visitors and MES activity.

The outstanding receivables balances as at 31 March 2018 over £0.100 million are:

	1-30 Days	31-60 Days	61+ Days	Total
	£000	£000	£000	£000
NHS England Commissioning	2,172	0	0	2,172
Powys LHB	1,859	18	29	1,905
Telford & Wrekin CCG	1,514	169	0	1,683
Shropshire Community HCT	223	592	124	939
Friends of Royal Shrewsbury Hospital	869			869
Betsi Cadwaladr	559			559
University Hospital North Midlands	167	26	147	340
Health Education England	266			266
RJAH	150	6	100	256
Shropshire CCG	119	0	51	171
South Staffordshire & Shropshire FT	47	45	61	153
WHSSC	127			127
CP Plus	124	0	0	124
North Staffordshire CCG	-182			-182

A credit note has been raised to University Hospital North Midlands NHS Trust for £182k in settlement of the contract forecast outturn for 2017/18.

### 6.2 Payables

Accounts Payable aged summary of outstanding invoices as at 31 March 2018:

	1-30 Days	31-60 Days	61+ Days	Total
	£000	£000	£000	£000
NHS	458	19	697	1,174
Non- NHS	5,762	953	1,477	8,192
<b>Total</b>	<b>6,220</b>	<b>972</b>	<b>2,174</b>	<b>9,366</b>

## Pay Spend

	Apr- Jun-15	July- Sep-15	Oct- Dec-15	Jan- Mar-16	Apr- Jun-16	Jul- Sep-16	Oct- Dec-16	Jan- Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Consultants	3,140	3,282	3,179	3,218	3,361	3,443	3,503	3,396	3,394	3,518	3,562	3,600	3,562	3,487	3,554	3,507	3,632	3,547	3,374	3,725
Medical Staffing	2,207	2,235	2,423	2,268	2,133	2,230	2,241	2,193	2,243	2,302	2,139	2,177	2,219	2,291	2,381	2,361	2,415	2,490	2,424	2,655
Nursing	7,451	7,413	7,591	7,619	7,649	7,581	7,694	8,022	7,895	8,238	8,217	8,055	8,225	8,092	7,924	8,002	7,989	8,079	8,233	8,108
Other Clinical	2,415	2,421	2,472	2,477	2,581	2,587	2,561	2,594	2,610	2,636	2,589	2,603	2,655	2,664	2,680	2,673	2,685	2,642	2,656	2,662
Non Clinical	3,393	3,404	3,449	3,492	3,573	3,601	3,603	3,550	3,679	3,810	3,872	3,765	3,773	3,815	3,829	3,829	3,769	3,816	3,821	3,898
Actual Pay Spend £	18,606	18,755	19,115	19,074	19,296	19,441	19,602	19,755	19,821	20,504	20,380	20,200	20,434	20,350	20,367	20,371	20,490	20,575	20,508	21,048
Consultants	238	243	253	240	246	247	250	249	247	255	255	256	254	252	251	253	253	252	251	251
Medical Staffing	358	358	368	349	340	356	357	361	363	367	364	345	337	324	340	353	345	341	344	350
Nursing	2,322	2,330	2,382	2,416	2,355	2,358	2,390	2,412	2,391	2,390	2,395	2,411	2,398	2,385	2,443	2,444	2,416	2,453	2,489	2,488
Other Clinical	761	775	791	795	793	805	807	811	813	806	807	809	824	822	825	830	826	816	824	819
Non Clinical	1,479	1,502	1,515	1,526	1,533	1,548	1,550	1,541	1,543	1,548	1,559	1,567	1,576	1,571	1,574	1,578	1,567	1,565	1,580	1,595
Actual Pay wte	5,158	5,208	5,291	5,327	5,267	5,313	5,354	5,374	5,358	5,366	5,381	5,388	5,389	5,355	5,434	5,459	5,407	5,427	5,488	5,503

## Agency Usage

	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-Dec 2016 £000's	Average Jan-Mar 2017 £000's	Apr 2017 £000's	May 2017 £000's	Jun 2017 £000's	Jul 2017 £000's	Aug 2017 £000's	Sep 2017 £000's	Oct 2017 £000's	Nov 2017 £000's	Dec 2017 £000's	Jan 2018 £000's	Feb 2018 £000's	Mar 2018 £000's
Consultants	120	182	150	217	212	286	256	255	251	311	311	384	306	275	297	274	244	245	195	309
Medical Staff	285	379	557	478	282	307	309	265	279	244	183	211	295	325	460	493	503	479	413	463
Nursing	671	705	667	527	508	516	567	910	786	898	999	988	1057	918	771	720	772	774	821	909
Other Clinical	43	35	52	52	61	51	32	41	45	12	23	35	42	42	46	39	42	25	26	42
Non clinical	79	76	79	55	43	52	17	1	4	3	6	7	35	19	20	2	0	3	3	0
Total Agency Staff Spending	1198	1377	1,506	1,329	1,107	1,213	1,180	1,472	1,366	1,469	1,522	1,624	1,736	1,580	1,594	1,528	1,561	1,526	1,458	1724

	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-Dec 2016 WTE	Average Jan-Mar 2017 WTE	Apr 2017 WTE	May 2017 WTE	Jun 2017 WTE	Jul 2017 WTE	Aug 2017 WTE	Sep 2017 WTE	Oct 2017 WTE	Nov 2017 WTE	Dec 2017 WTE	Jan 2018 WTE	Feb 2018 WTE	Mar 2018 WTE
Consultants	7.04	8.99	7.48	9.5	10.69	14.18	14.23	13.18	11.96	15.04	16.18	16.19	15.84	12.75	13.49	15.09	12.63	12.21	10.20	11.98
Medical Staff	21.98	29.53	40.61	37.69	28.28	32.89	28.45	26.00	26.38	24.32	25.41	20.11	24.28	27.75	29.62	40.27	40.75	36.52	36.90	36.75
Nursing	124.35	117.72	112.69	101.45	85.98	91.91	99.49	139.95	121.79	136.12	147.58	141.10	147.73	136.65	127.85	128.62	133.54	144.69	162.30	162.32
Other Clinical	8.29	7.76	9.62	11.77	9.81	9.09	6.65	8.46	10.75	6.61	7.11	6.00	6.48	6.64	7.96	6.59	6.38	4.87	3.80	7.66
Non Clinical	20.94	16.42	12.86	11.49	11.16	13.03	6.34	1.95	1.00	0.86	1.71	1.44	1.70	1.16	0.00	1.56	0.84	0.00	0.00	0.00
Total Agency Staff Spending	182.6	180.42	183.25	171.9	145.91	161.09	155.17	155.17	171.88	182.95	197.99	184.84	196.03	184.95	178.92	192.13	194.14	198.29	213.20	218.71

## Bank Usage

	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-Dec 2016 £000's	Average Jan-Mar 2017 £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	Sep 2017 £000's	Oct 2017 £000's	Nov 2017 £000's	Dec 2017 £000's	Jan 2018 £000's	Feb 2018 £000's	Mar 2018 £000's
Nursing	522	533	625	738	524	557	581	584	620	568	563	659	634	655	625	668	618	594	683	702	592	778	638
Other Clinical	32	37	38	39	45	45	30	29	17	19	49	30	30	25	28	36	40	37	30	34	28	27	29
Non Clinical	127	150	130	135	154	154	140	119	102	95	161	116	96	112	118	111	137	110	108	110	89	112	108
Total Bank Staff	681	720	794	912	723	756	751	732	739	682	774	805	760	792	772	815	795	741	821	846	709	917	776





## Cost Improvement Programme and Financial Rectification - Forecast position

Original CIP

Cost Improvement Programme and Financial Recovery Status											
		Indicator						Status ££££			
	Objective	Milestones	Executive Sponsor and SRO's	Is the task Defined?	Is there a plan?	Is there ownership of plan delivery?	Are we delivering?	Failing to Deliver	RED	AMBER	GREEN
36	CIP: Procurement	Achieve non pay savings identified	Neil Nisbet	G	G	G	G				£ 1,877
14 34 35 36	CIP: Unavailability	1) USCG and SCG Unavailability rate set at 22% (is the national uplift) with 2% held centrally for Maternity Leave ( 22% at current, In 2018 - 24%) 2) DoN approval for rota change	DF,HoN s/CG Leads	G	A	A	R	£ 650			
8 14 34 35 36	CIP: Bed Realignment	1) Realign existing bed base to the registered nursing (RN)workforce RN temporary staffing reduction by 41 WTE	NN, all Execs	G	G	R	R	£ 1,000			
3 14 34 35 36		2)Bed Realignment Purchase of Care Packages . Close 50 acute beds	NN, all Execs	G	R	R	R				
3 34 35 36	CIP: Meridian	1) Reduce WLI from October	DK,SB,EB	G	A	A	RA				£ 84
3 34 35 36		2)Reduction in Consultant PAs Process starts from 1 October, to be completed by 1 December	EB	G	R	R	R	£ 796			
3 34 35 36		2.1) Additional Meridian Saving	DK/SB/EB	G	A	A	A				£ 80
3 34 35 36		3) Consultant Agency Spend/ Remove three Locums following Meridian outcome	DK/SB/EB	G	AG	A	A				£ 240
36	Bank Rate Review	Reduction in agency costs through the improved benefits for bank staff to drive up utilisation of shifts.	VM	G	A	R	R	£ 220			
36	CIP: SCG Tier 1/2/3	Overseas visitor income Reduction in Waiting List Review Anaesthetic Trauma Provision	SB/CS	G	A	A	RA	£ 287			£ 126
34 35 36	CIP: USCG CIP	1)USCG to save 0.5% or £580k	SB/CM	G	A	A	A	£ 148		£ -	£ 432
36	CIP: W&C's	Admin Review Medical vacancy MLU Management Reduction in number of rotations Summer bed flex Supervisor of midwives	SB/JB	G	G	G	G	£ -			£ 200
8 14 15 21 34 35	CIP: Agency Cap	1)Premium saving from Bed Realignment	All	G	R	R	R	£ 1,050			
3 34 35 36		3) Cease Off-Framework agencies from 1 November	DF	G	R	R	R				
34 35	CIP:HCA Agency	Reduction in HCA agency Usage	DF	G	R	R	R	£ 90			
36	CIP:Carter Support Services	Pathology: General Medicine Managed Services _Microbiology Supplier Review _Review of current processes and suppliers. Pharmacy: Closure of aseptic dispensing suite at Pharmacy PRH Radiology: Outsourcing Consultant Radiology on call _Reduction in additional reporting _Long term Locums _Reporting alignment in radiology _Management Of Additional Reporting. " _Room rental and Satellite Service Therapies: Lymphedema Savings	SB/DJ	G	G	G	G	£ -			£ 437
36	CIP:Corporate Services	Estates Facilities Finance Accounting and other Depts. Finance Procurement	NN/JC	G	G	G	G	£ 13			£ 760
CIP Summary								Failing to Deliver	RED	AMBER	GREEN
M12								£ 4,441	£ -	£ -	£ 4,236

## Recovery Plan

		Indicator						Status ££££			
	Objective	Milestones	Executive Sponsor and SRO's	Is the task Defined?	Is there a plan?	Is there ownership of plan delivery?	Are we delivering?	Failing to Deliver	RED	AMBER	GREEN
34 35  / 34 35  34 35  21 34 35 36	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	£ -			
		2) Payment to other creditor increased to 68 days - Suppliers of drugs, critical medical supplies, transport	NN	G	G	G	G	£ -			
	Escalation Closure	To be closed from September to the end of November.	SW,SB, CM,CS	G	R	R	R	£ -			
	Winter Funding	1)£1.4m from SCCG 2) £1M from T&W CCG	SW	G	G	G	G	£ -			£ 1,300
	Addressing Maternity Service Over Establishment	2) Maternity CCG funding. (£200K)or Maternity Sustainability	SW/DF /SB	G	A	G	G	£ -			£ 400
	Care Group Expenditure Reduction	Agency Cap 2)No Tier 5 from 1 October	DF	G	G	G	G	£ -			£ 1,500
			Rectification Summary I						Failing to Deliver	RED	AMBER
M12								£ -	£ -	£ -	£ 3,200
34 35	Contract negotiation	1) Readmissions 2) Contract Deal	NN	G	G	G	G				£ 2,819
34 35	Estates	Estates Revaluation	NN	G	G	G	G				£ 100
Rectification Summary II								Failing to Deliver	RED	AMBER	GREEN
Total								£ 4,441	£ -	£ -	£ 10,355

### Summary

Against the combined CIP and rectification plan of £13.574 million, £10.355 million was achieved at the end of April, reflecting £4.236 million original CIP schemes and £6.119 million rectification plans.

There was an over performance in Procurement and CSS schemes against plan, with shortfalls in month seen in Meridian against M11.

Overall, the shortfalls are due to the non-delivery of Pay CIP schemes, scheduled care, and the failure to release savings from Bed reconfiguration.

## Statement of Financial Position

	March 17 £000	February 18 £000	March 18 £000	Variance to March 17 £000	Variance to February 18 £000
Property, Plant and Equipment	164,219	158,274	154,334	(9,885)	(3,940)
Intangible Assets	2,977	2,299	3,118	141	819
Trade and Other Receivables	1,464	1,262	1,370	(94)	108
<b>Total Non Current Assets</b>	<b>168,660</b>	<b>161,835</b>	<b>158,822</b>	<b>(9,838)</b>	<b>(3,013)</b>
Inventories	7,860	7,970	7,769	(91)	(201)
Trade and Other Receivables	14,582	18,372	18,610	4,028	238
Cash and Cash Equivalents	5,682	8,129	1,700	(3,982)	(6,429)
<b>Total Current Assets</b>	<b>28,124</b>	<b>34,471</b>	<b>28,079</b>	<b>(45)</b>	<b>(6,392)</b>
<b>Current Trade and Other Payables</b>	<b>(26,831)</b>	<b>(32,106)</b>	<b>(29,222)</b>	<b>(2,391)</b>	<b>2,884</b>
PDC Dividend Payable accrual	0	(1,577)	0	0	1,577
Interest payable on DOH loans	(33)	(102)	(127)	(94)	(25)
Provisions	(601)	(535)	(532)	69	3
<b>Total Current Liabilities</b>	<b>(27,465)</b>	<b>(34,320)</b>	<b>(29,881)</b>	<b>(2,416)</b>	<b>4,439</b>
<b>Net Current Assets/Liabilities</b>	<b>659</b>	<b>151</b>	<b>(1,802)</b>	<b>(2,461)</b>	<b>(1,953)</b>
<b>Total Assets less Current Liabilities</b>	<b>169,319</b>	<b>161,986</b>	<b>157,020</b>	<b>(12,299)</b>	<b>(4,966)</b>
DOH loans	(24,507)	(40,727)	(39,409)	(14,902)	1,318
Provisions	(214)	(125)	(159)	55	(34)
<b>Total Assets Employed</b>	<b>144,598</b>	<b>121,134</b>	<b>117,452</b>	<b>(27,146)</b>	<b>(3,682)</b>
<b>Financed by:</b>					
Public dividend capital	199,606	199,806	201,372	1,766	1,566
Retained Earnings	(87,762)	(109,360)	(111,643)	(23,881)	(2,283)
Revaluation reserve	32,754	30,688	27,723	(5,031)	(2,965)
<b>Total Taxpayers' Equity</b>	<b>144,598</b>	<b>121,134</b>	<b>117,452</b>	<b>(27,146)</b>	<b>(3,682)</b>