

# Performance Report Month 01

Trust Board  
31<sup>st</sup> May 2018



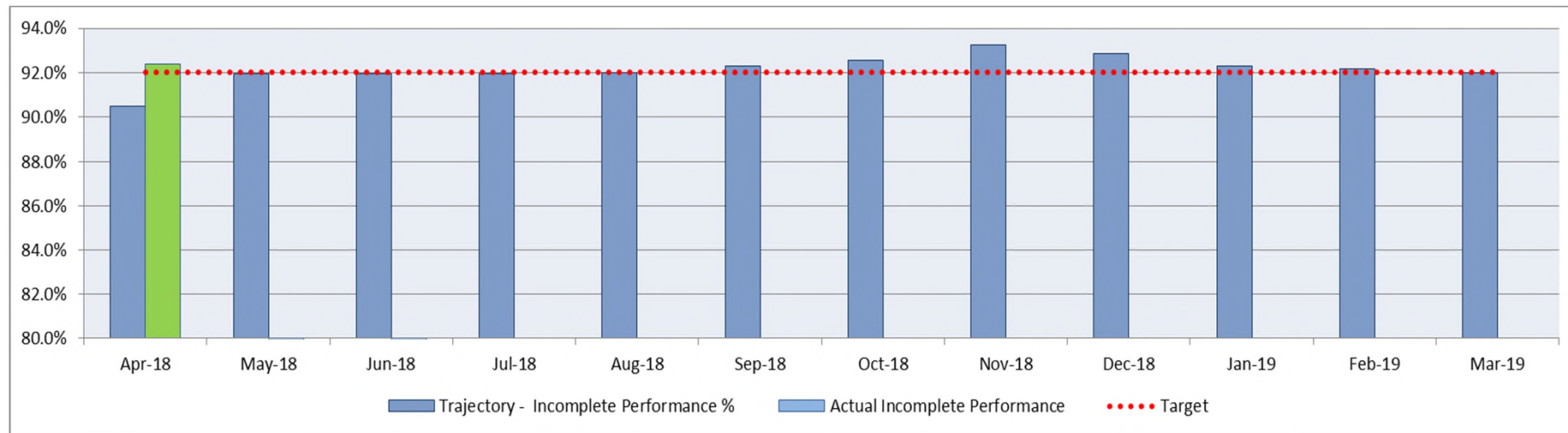
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RTT



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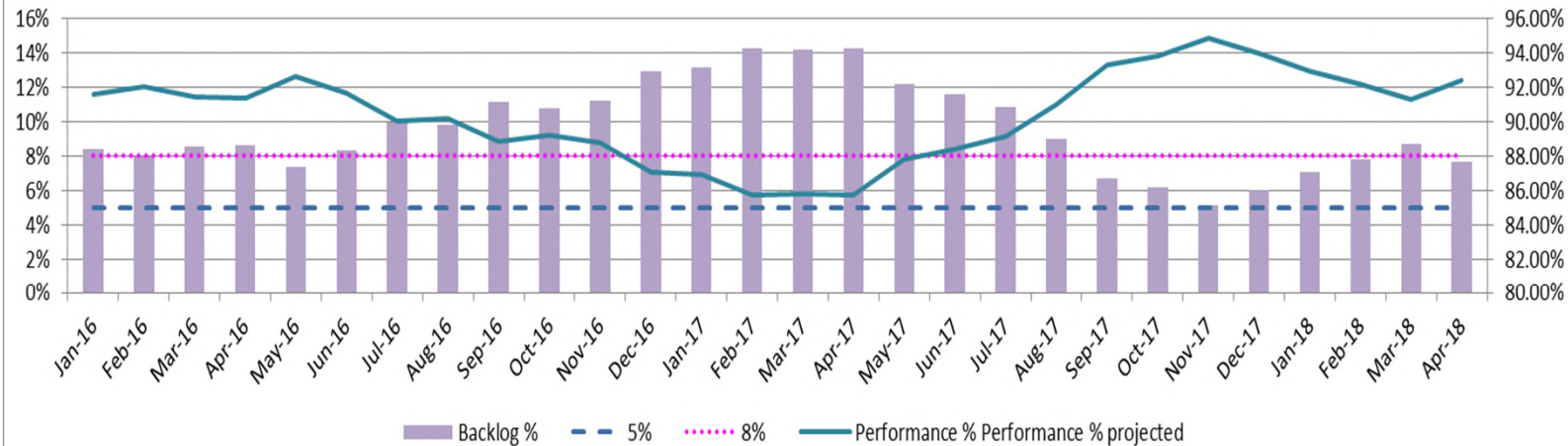
# Elective Activity - RTT 2018/2019 Trajectory



	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
Referral to treatment Incompletes Trajectory - >18 weeks	1,498	1,260	1,259	1,255	1,250	1,200	1,150	1,050	1,115	1,200	1,225	1,250
Referral to treatment Incompletes Trajectory - Total patients	15,780	15,699	15,650	15,599	15,600	15,600	15,500	15,605	15,600	15,600	15,660	15,600
Trajectory - Incomplete Performance %	90.5%	92.0%	92.0%	92.0%	92.0%	92.3%	92.6%	93.3%	92.9%	92.3%	92.2%	92.0%
Referral to treatment Incompletes Actual - >18 weeks	1206											
Referral to treatment Incompletes Actual - Total patients	15827											
Actual Incomplete Performance	92.4%											

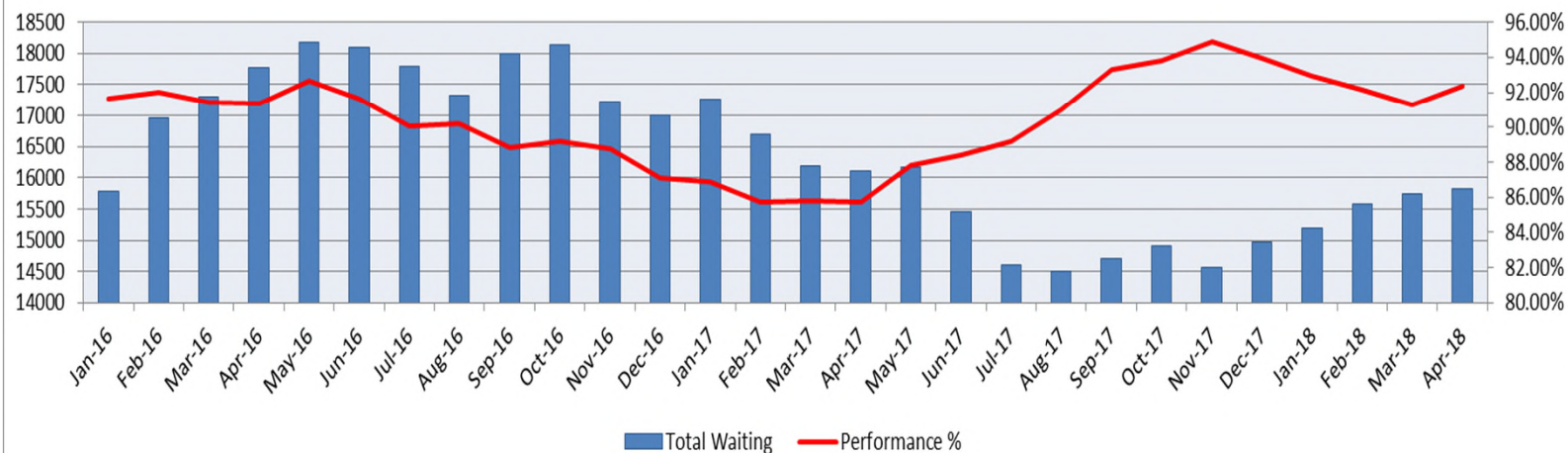
# RTT Summary April 2018

## Backlog as a percentage of the waiting list



**April's RTT performance was 92.4% against a trajectory of 90.5%.**

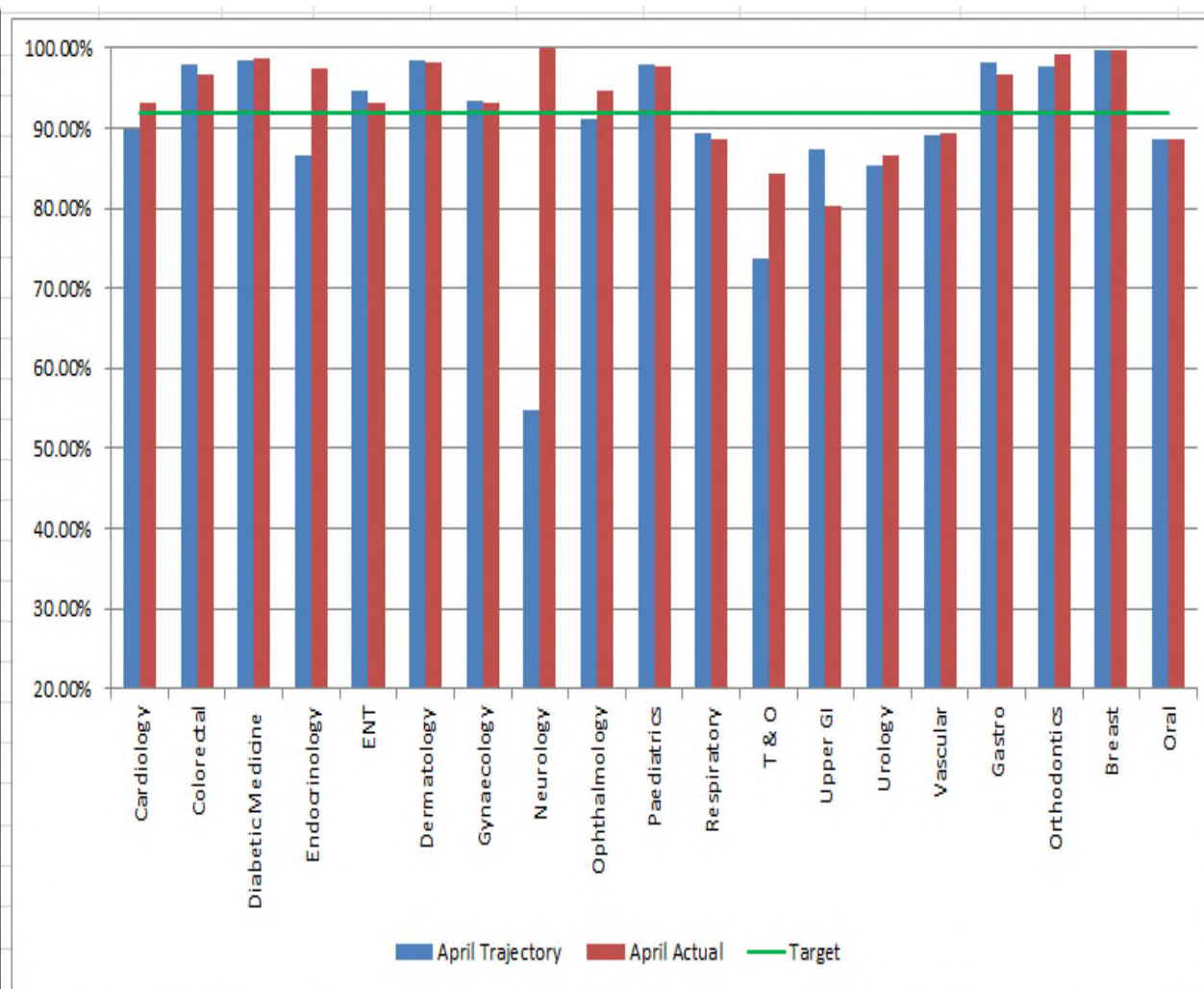
## Total Waiting List Vs 18 Weeks Performance



**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.**

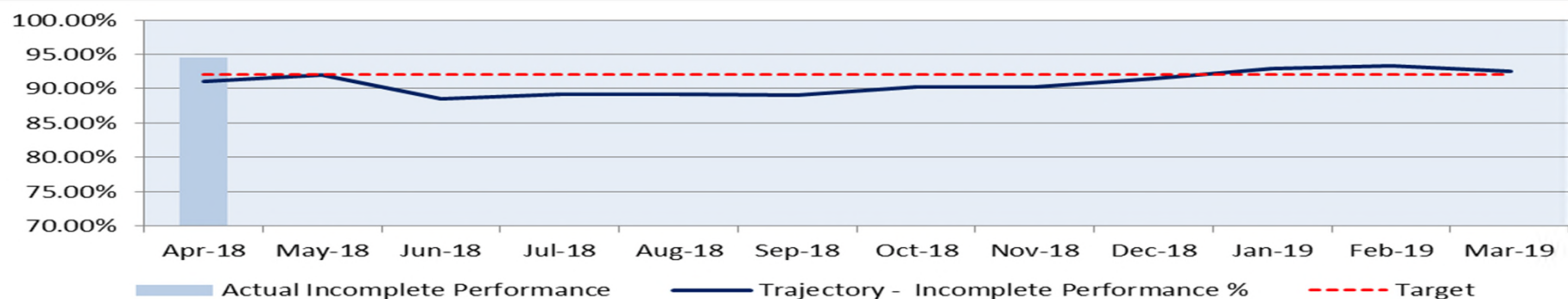
# Speciality Performance Against Trajectory Combined

Specialty	April Trajectory	April Actual	Variance
Cardiology	89.83%	93.19%	3.36%
Colorectal	98.02%	96.68%	-1.34%
Diabetic Medicine	98.33%	98.67%	0.34%
Endocrinology	86.49%	97.37%	10.88%
ENT	94.75%	93.25%	-1.50%
Dermatology	98.40%	98.08%	-0.32%
Gynaecology	93.35%	93.18%	-0.17%
Neurology	54.79%	100.00%	45.21%
Ophthalmology	91.07%	94.59%	3.52%
Paediatrics	97.92%	97.63%	-0.29%
Respiratory	89.40%	88.49%	-0.91%
T & O	73.67%	84.35%	10.68%
Upper GI	87.29%	80.23%	-7.06%
Urology	85.27%	86.50%	1.23%
Vascular	89.07%	89.26%	0.19%
Gastro	98.08%	96.64%	-1.44%
Orthodontics	97.76%	99.25%	1.49%
Breast	99.72%	99.71%	-0.01%
Oral	88.52%	88.48%	-0.04%
<b>Total Incompletes</b>	<b>15780</b>	<b>15827</b>	<b>47</b>
<b>&lt;18</b>	<b>14282</b>	<b>14621</b>	<b>339</b>
<b>BACKLOG</b>	<b>1498</b>	<b>1206</b>	<b>-292</b>
<b>Total Performance</b>	<b>90.51%</b>	<b>92.38%</b>	<b>1.87%</b>



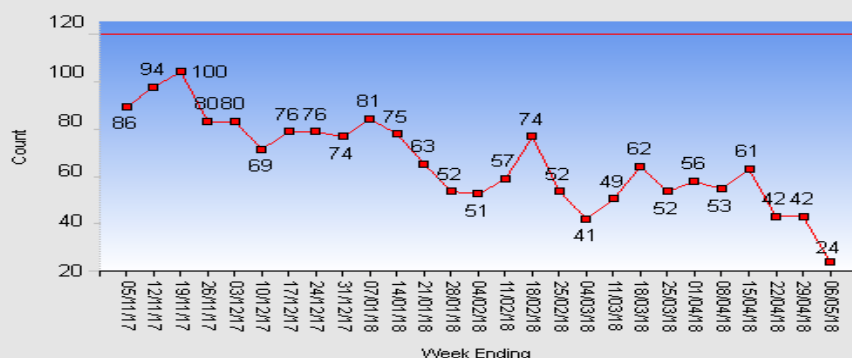


# RTT - Ophthalmology

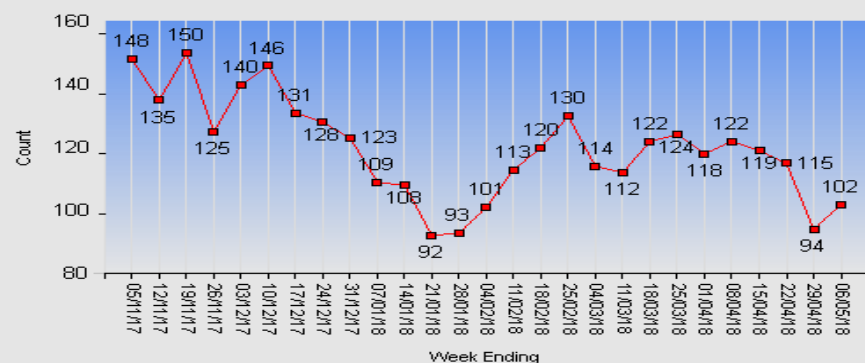


Ophthalmology	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
Referral to treatment Incompletes Trajectory - >18 weeks	240	219	303	282	285	274	241	217	187	156	143	165
Referral to treatment Incompletes Trajectory - Total patients	2693	2719	2633	2614	2643	2512	2470	2244	2174	2192	2162	2215
Trajectory - Incomplete Performance %	91.07%	91.94%	88.49%	89.20%	89.20%	89.08%	90.23%	90.32%	91.41%	92.89%	93.38%	92.56%
Referral to treatment Incompletes Actual - >18 weeks	129											
Referral to treatment Incompletes Actual - Total patients	2383											
Actual Incomplete Performance	94.59%											

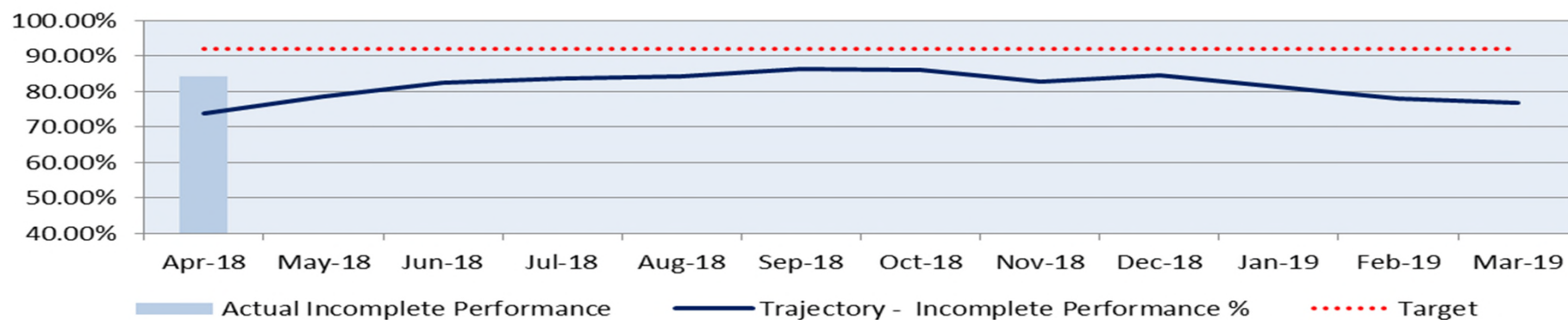
Non-Admitted Backlog Count ( Last 26 Weeks )



Admitted Backlog Count ( Last 26 Weeks )

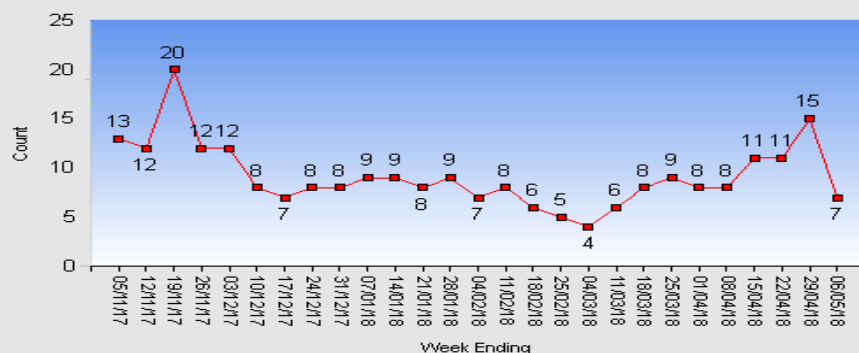


# RTT – Trauma & Orthopaedic

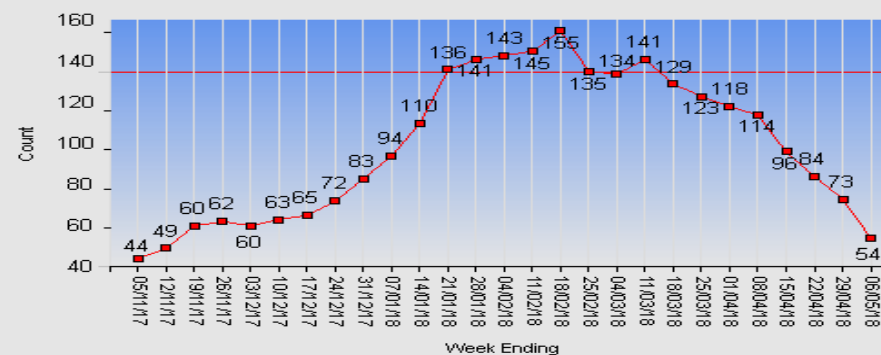


Trauma & Orthopaedic	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
Referral to treatment Incompletes Trajectory - >18 weeks	271	189	147	116	131	105	107	126	122	142	154	147
Referral to treatment Incompletes Trajectory - Total patients	1031	884	835	708	820	776	756	736	786	758	700	632
Trajectory - Incomplete Performance %	73.67%	78.57%	82.32%	83.65%	84.08%	86.43%	85.90%	82.82%	84.45%	81.29%	78.01%	76.75%
Referral to treatment Incompletes Actual - >18 weeks	95											
Referral to treatment Incompletes Actual - Total patients	607											
Actual Incomplete Performance	84.35%											

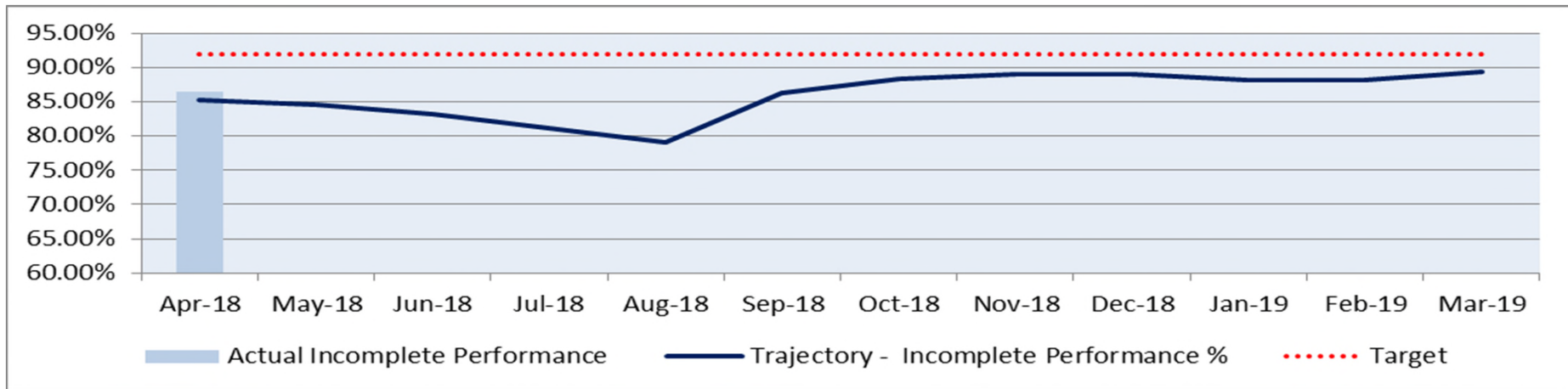
Non-Admitted Backlog Count ( Last 26 Weeks )



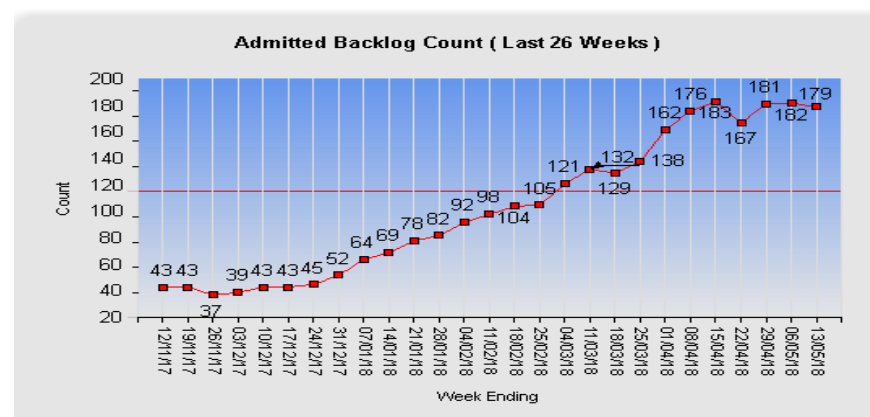
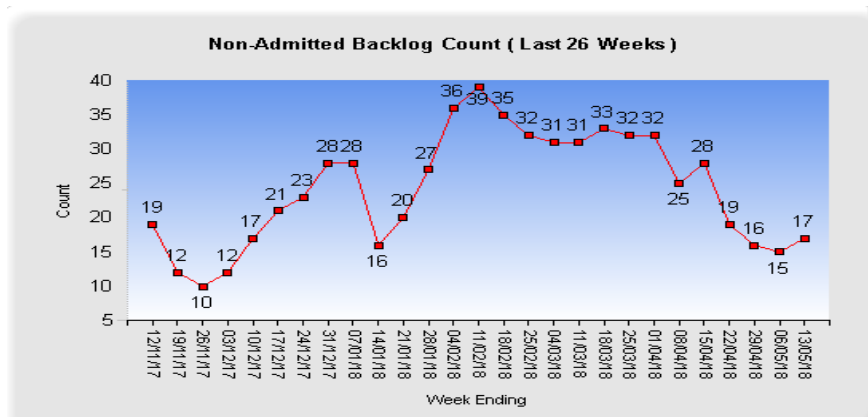
Admitted Backlog Count ( Last 26 Weeks )



# RTT – Urology



Urology	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
Referral to treatment Incompletes Trajectory - >18 weeks	190	198	212	229	257	172	140	138	162	174	168	166
Referral to treatment Incompletes Trajectory - Total patients	1289	1280	1264	1211	1233	1256	1202	1264	1467	1469	1416	1562
Trajectory - Incomplete Performance %	85.27%	84.50%	83.23%	81.10%	79.14%	86.34%	88.31%	89.05%	88.96%	88.15%	88.12%	89.35%
Referral to treatment Incompletes Actual - >18 weeks	196											
Referral to treatment Incompletes Actual - Total patients	1452											
Actual Incomplete Performance	86.50%											





# Projected RTT Performance - May 2018

## Admitted Incomplete Pathways

	Open Clocks		Performance %
	Total Open Clocks	18+ Wks	
<b>Reporting Specialty</b>			
Cardiology	60	11	81.67
Cardiothoracic Surgery			
Dermatology	2		100.00
Ear, Nose & Throat (ENT)	312	72	76.92
Gastroenterology	8	1	87.50
General Medicine	9	1	88.89
General Surgery	774	183	76.36
Geriatric Medicine	2		100.00
Gynaecology	223	38	82.96
Neurology			
Neurosurgery			
Ophthalmology	740	90	87.84
Oral Surgery	248	64	74.19
Other	190	30	84.21
Plastic Surgery			
Thoracic Medicine	17		100.00
Trauma & Orthopaedics	433	66	84.76
Urology	519	179	65.51
	<b>3,537</b>	<b>735</b>	<b>79.22</b>

## Non Admitted

	Open Clocks		Performance %
	Total Open Clocks	18+ Wks	
	589	40	93.21
	25	2	92.00
	678	13	98.08
	1904	88	95.38
	1081	26	97.59
	551	11	98.00
	1828	25	98.63
	209	18	91.39
	1155	58	94.98
	9		100.00
	1716	37	97.84
	510	9	98.24
	733	21	97.14
	547	65	88.12
	140	8	94.29
	1001	18	98.20
	<b>12,676</b>	<b>439</b>	<b>96.54</b>

## Combined

	Open Clocks		Performance %
	Total Open Clocks	18+ Wks	
	649	51	92.14
	25	2	92.00
	680	13	98.09
	2216	160	92.78
	1089	27	97.52
	560	12	97.86
	2602	208	92.01
	211	18	91.47
	1378	96	93.03
	9		100.00
	2456	127	94.83
	758	73	90.37
	923	51	94.47
	564	65	88.48
	573	74	87.09
	1520	197	87.04
	<b>16,213</b>	<b>1,174</b>	<b>92.76</b>

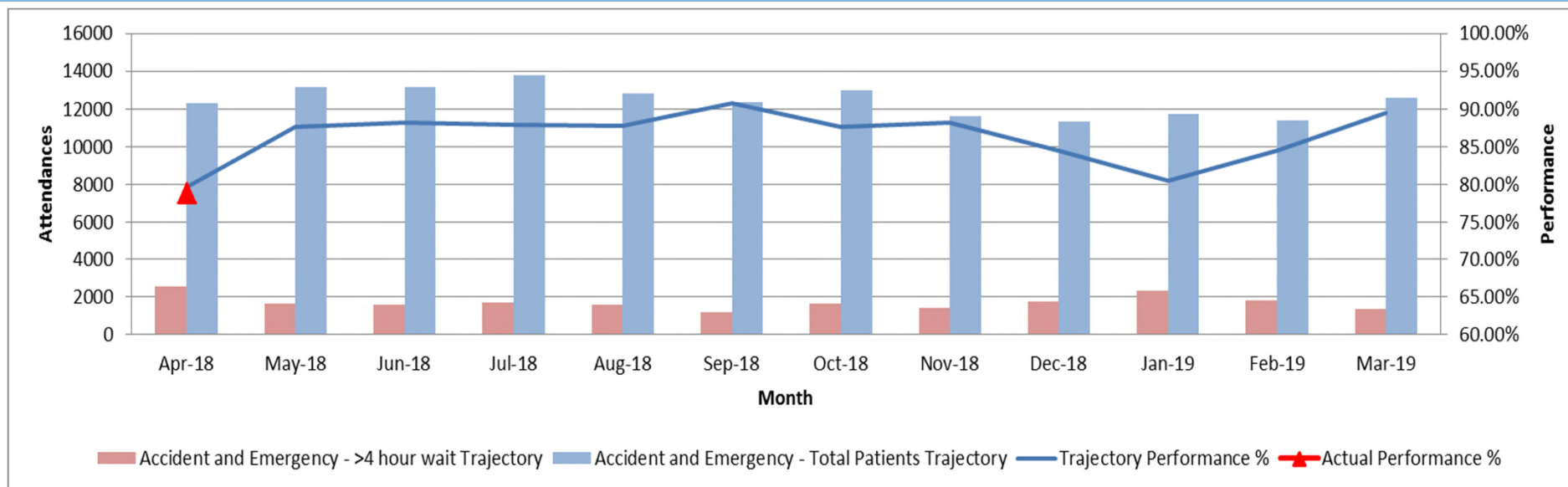
May's predicted combined incomplete performance is currently at 92.76%. The figure is subject to change with the month end validation

# Urgent Care Update



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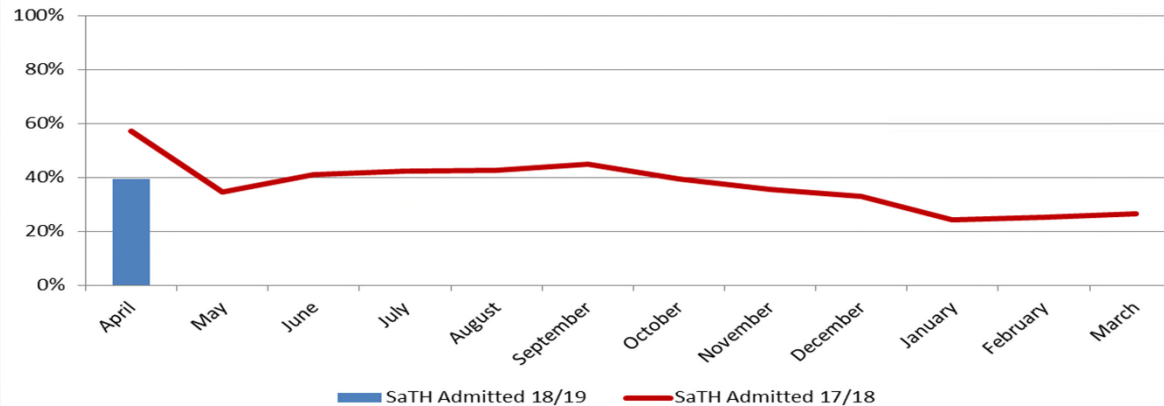
# A&E 2018-2019 Trust Trajectory



	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
Accident and Emergency - >4 hour wait Trajectory	2511	1639	1556	1661	1563	1153	1610	1372	1754	2296	1769	1326
Accident and Emergency - Total Patients Trajectory	12290	13181	13161	13763	12786	12370	12967	11586	11332	11724	11367	12593
Trajectory Performance %	79.57%	87.57%	88.18%	87.93%	87.78%	90.68%	87.58%	88.16%	84.52%	80.42%	84.44%	89.47%
Accident and Emergency - >4 Hour Wait Actual	2669											
Accident and Emergency - Total Patients Actual	12633											
Actual Performance %	78.87%											

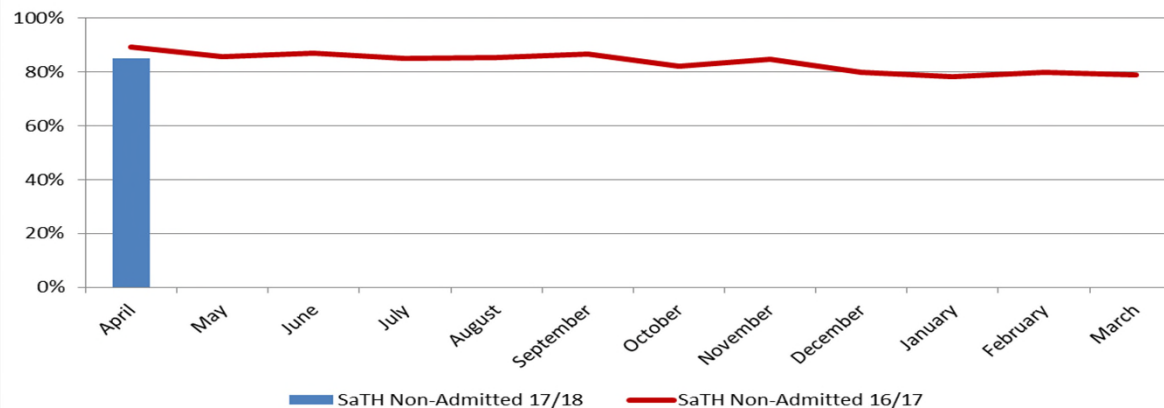
# A&E SaTH Admitted/Non-Admitted Performance

**SaTH Admitted Performance**



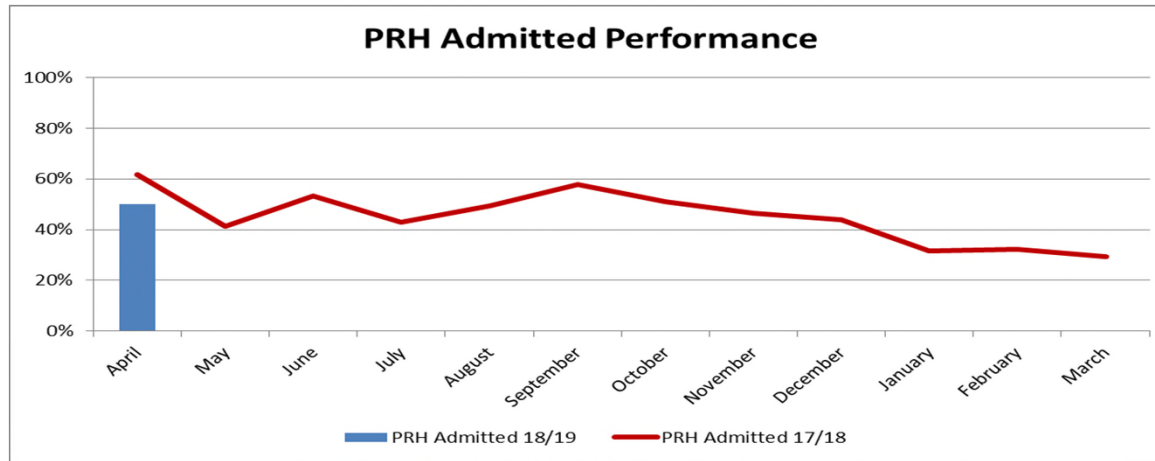
- SaTH ADM attendance up 5% (112) in Apr-18 compared to Apr-17.
- SaTH ADM breaches were up 48.5% (465) in Apr-18 compared to Apr-17.
- SaTH ADM performance is down 17.8% in Apr-18 compared to Apr-17.

**SaTH Non-Admitted Performance**

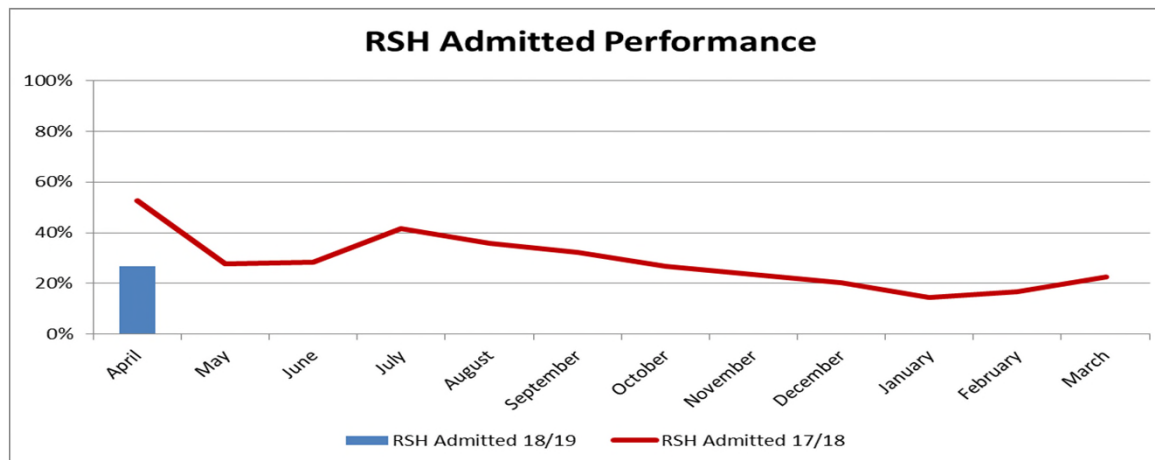


- SaTH NON-ADM attendance up 7% (544) in Apr-18 compared to Apr-17.
- SaTH NON-ADM breaches up 48.6% (402) in Apr-18 compared to Apr-17.
- SaTH NON-ADM performance down 4.2% in Apr-18 compared to Apr-17.

# A&E Admitted Attendances by Site

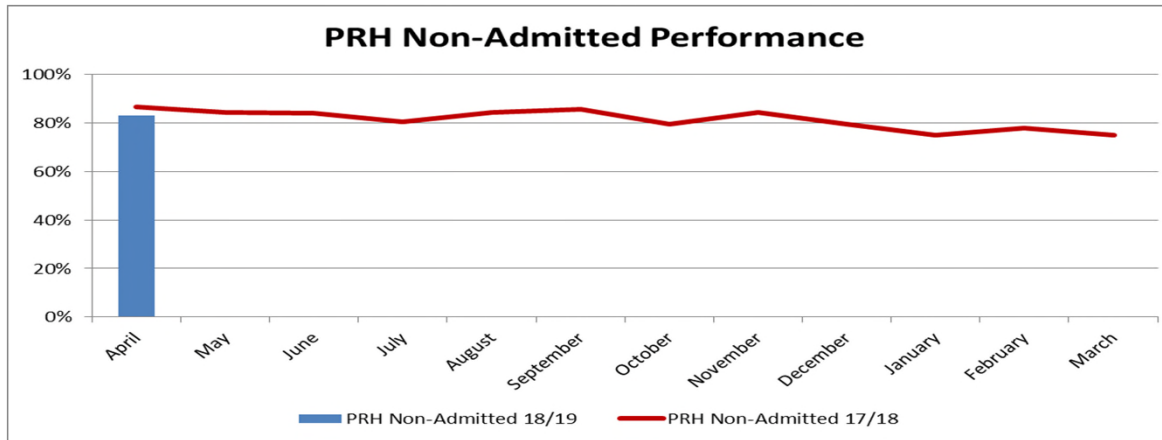


- PRH ADM attendance up 15% (168) in Apr-18 compared to Apr-17.
- PRH ADM breaches were up 50% (212) in Apr-18 compared to Apr-17.
- PRH ADM performance is down 11.6% in Apr-18 compared to Apr-17.

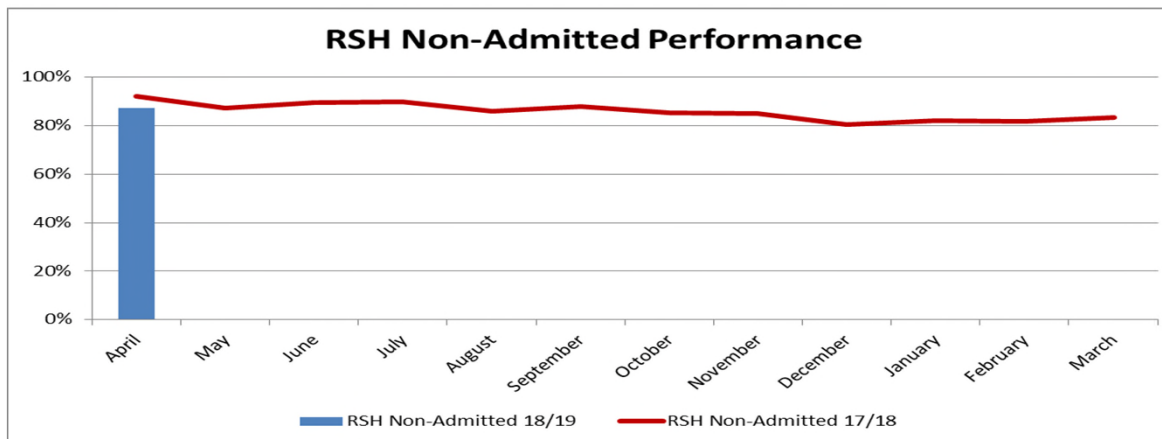


- RSH ADM attendance down 5% (-56) in Apr-18 compared to Apr-17.
- RSH ADM breaches up 47% (253) in Apr-18 compared to Apr-17.
- RSH ADM performance down 26% in Apr-18 compared to Apr-17.

# A&E Non-Admitted Attendances by Site



- PRH Non-ADM attendance up 9.6% (374) in Apr-18 compared to Apr-17.
- PRH Non-ADM breaches were up 39% (204) in Apr-18 compared to Apr-17.
- PRH ADM performance is down 3.6% in Apr-18 compared to Apr-17.

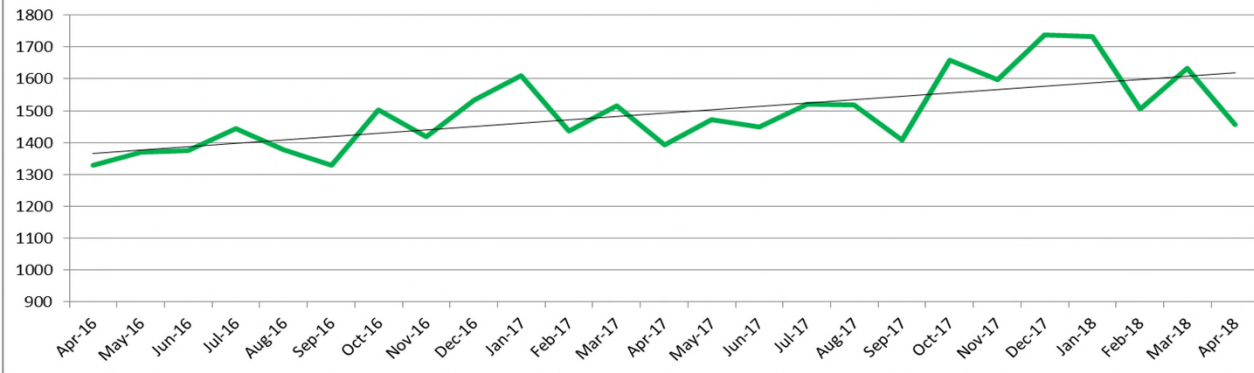


- RSH Non-ADM attendance up 4.4% (170) in Apr-18 compared to Apr-17.
- RSH Non-ADM breaches up 64.7% (198) in Apr-18 compared to Apr-17.
- RSH Non-ADM performance down 4.6% in Apr-18 compared to Apr-17.



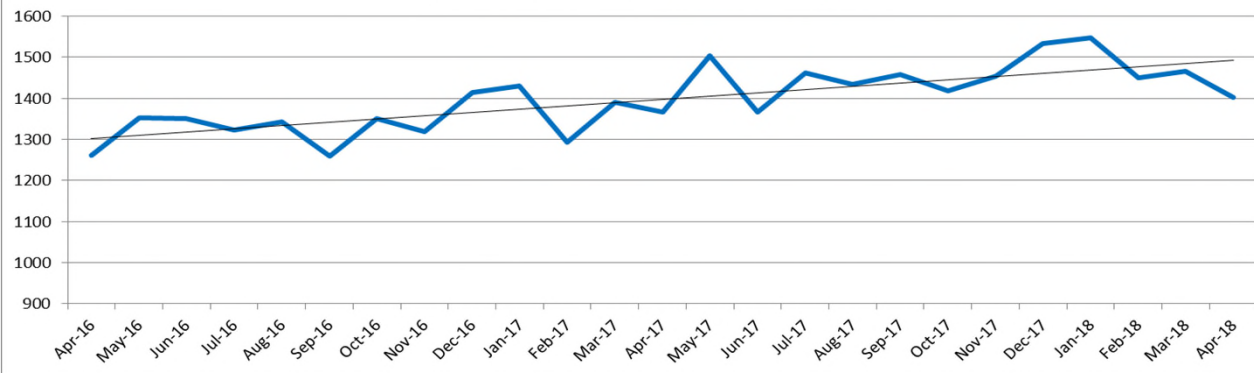
# A&E Arrivals via Ambulance

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



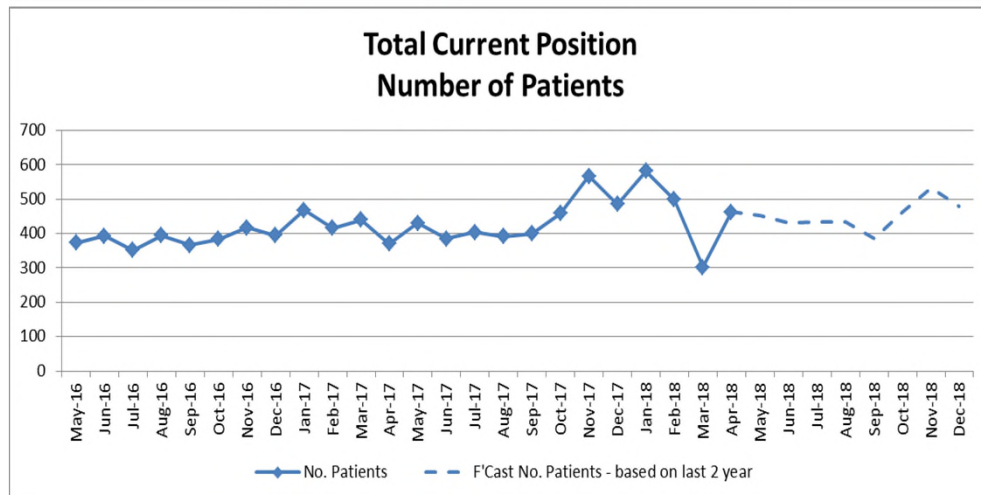
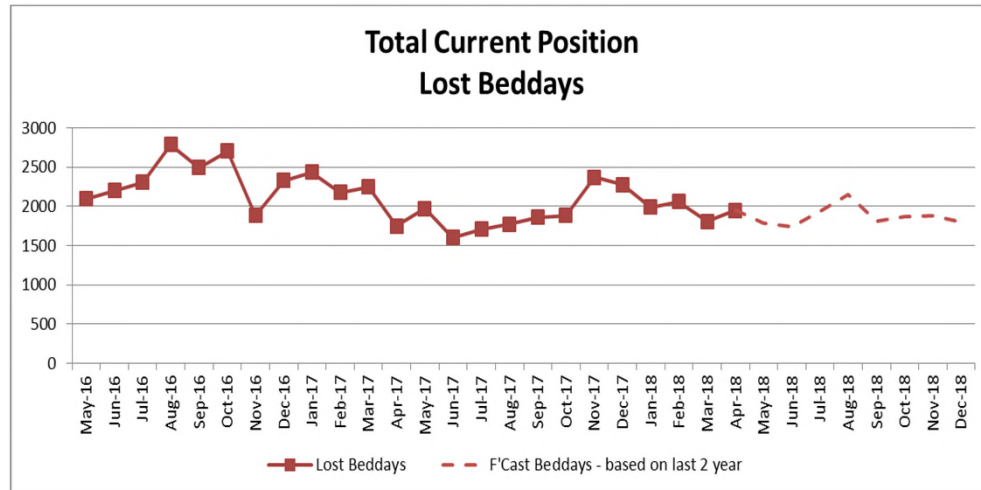
- At PRH there were 4.5% (63) more arrivals via ambulance comparing Apr-18 to Apr-17
- Ambulance arrivals were down 10% (-176) comparing Apr-18 to Mar-18

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



- At RSH there were 2.6% (36) more arrivals via ambulance comparing Apr-18 to Apr-17
- Ambulance arrivals were down 4.3% (-63) comparing Apr-18 to Mar-18

# MFFD



Discharge Month	No. Patients	Lost Beddays	Average Days on List	Avg Patients per week
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	302	1808	6	76
Apr-18	463	1947	4	116

# Stranded Patients – Current Position/ Trajectory

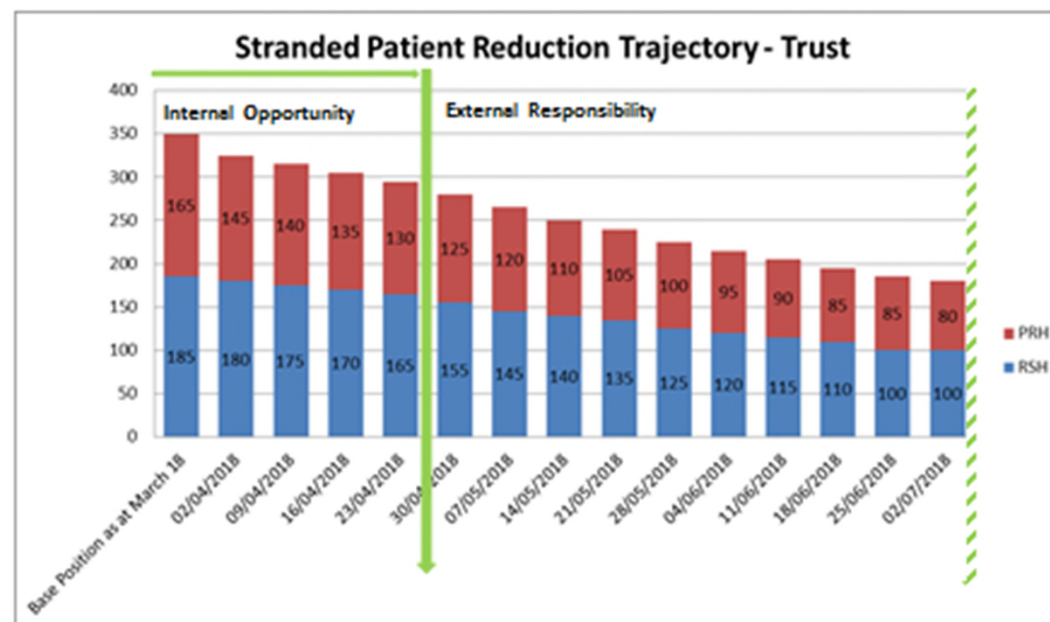
Hospital	Base Position March 18	02/04/2018	09/04/2018	16/04/2018	23/04/2018	30/04/2018	07/05/2018	14/05/2018	21/05/2018	28/05/2018	04/06/2018	11/06/2018	18/06/2018	25/06/2018	02/07/2018
RSH	185	180	175	170	165	155	145	140	135	125	120	115	110	100	100
PRH	165	145	140	135	130	125	120	110	105	100	95	90	85	85	80
Total Target	350	325	315	305	295	280	265	250	240	225	215	205	195	185	180
Planned Reduction		(25)	(35)	(45)	(55)	(70)	(85)	(100)	(110)	(125)	(135)	(145)	(155)	(165)	(170)

Actual Position Midnight Monday

RSH	170	162	164	157	159	140	125
PRH	147	144	126	126	115	108	119
Total	317	306	290	283	274	248	244

Internal improvement opportunities maximised

- Sustained improvement inline with trajectory
- On average 50 fewer stranded patients than this time last year

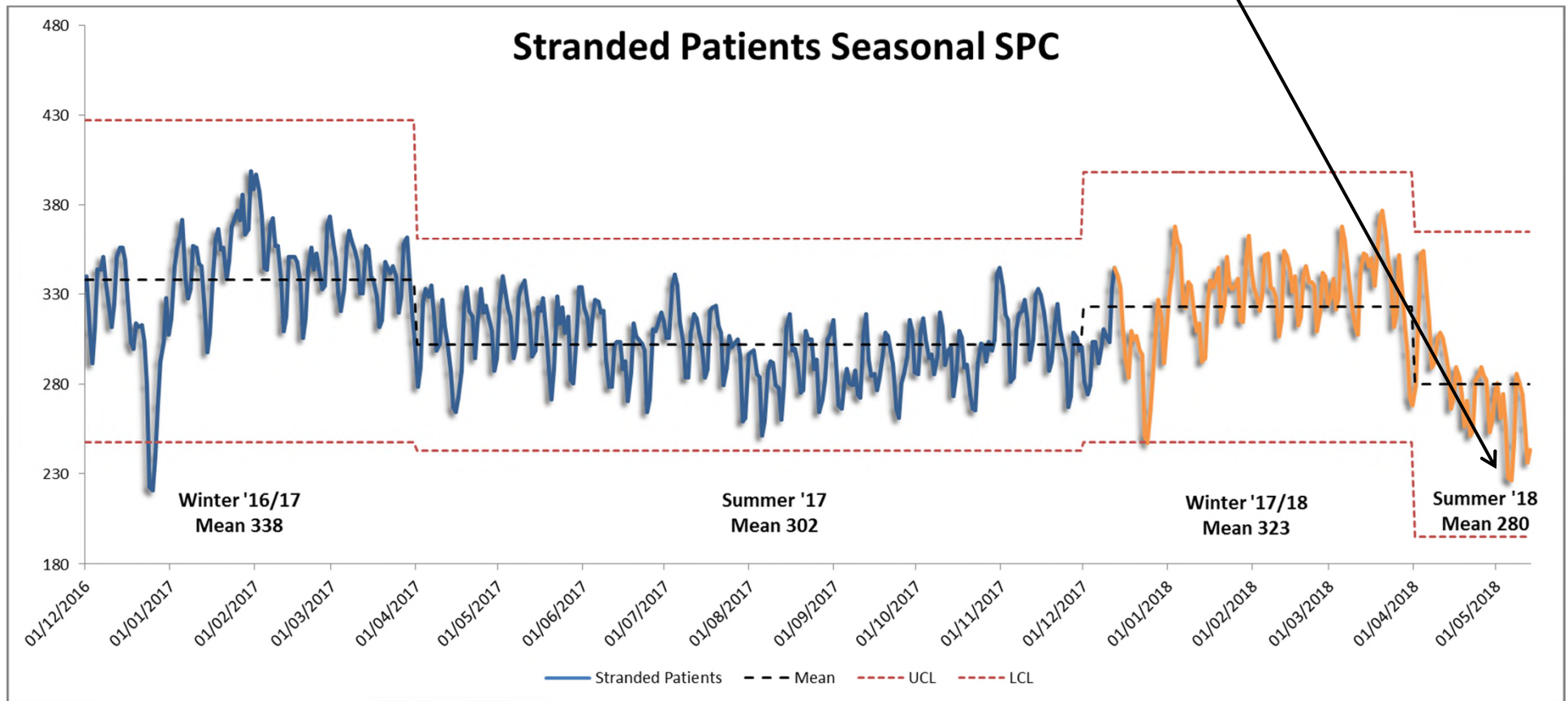


# Stranded Patients Performance

Discharge initiatives leading up to the first May bank holiday reduced stranded patients to its lowest yet of 227.

This allowed us to absorb the impact of the bank holiday and maintain the improvement trajectory.

The number of stranded patients was consistently above 300 this time last year.

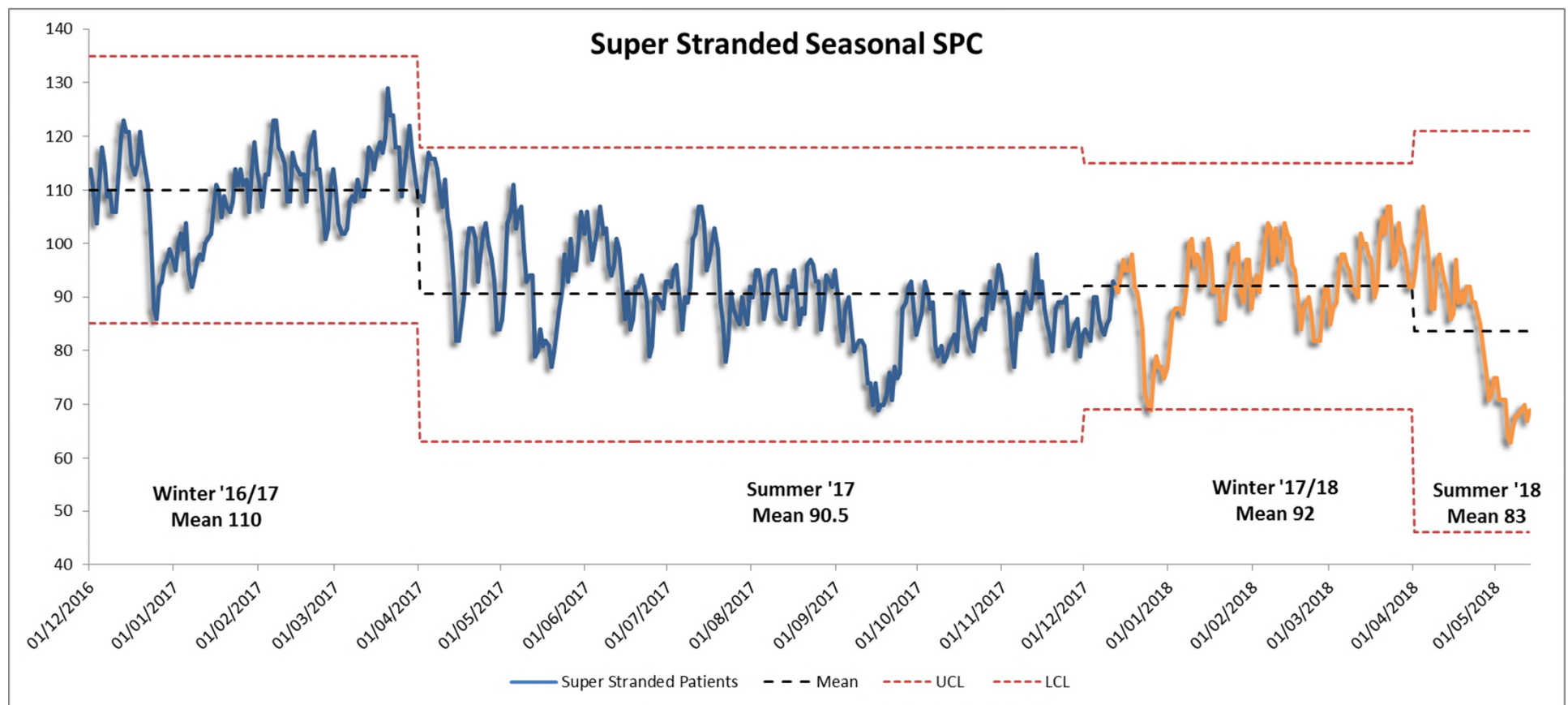


# Super Stranded Patients (LOS >21 days)

Maintained the Summer 2017 level of super stranded patients throughout winter.

A reducing number of super stranded patients has allowed for increased case management time per super stranded patient.

The number of super stranded patients was consistently above 100 this time last year.



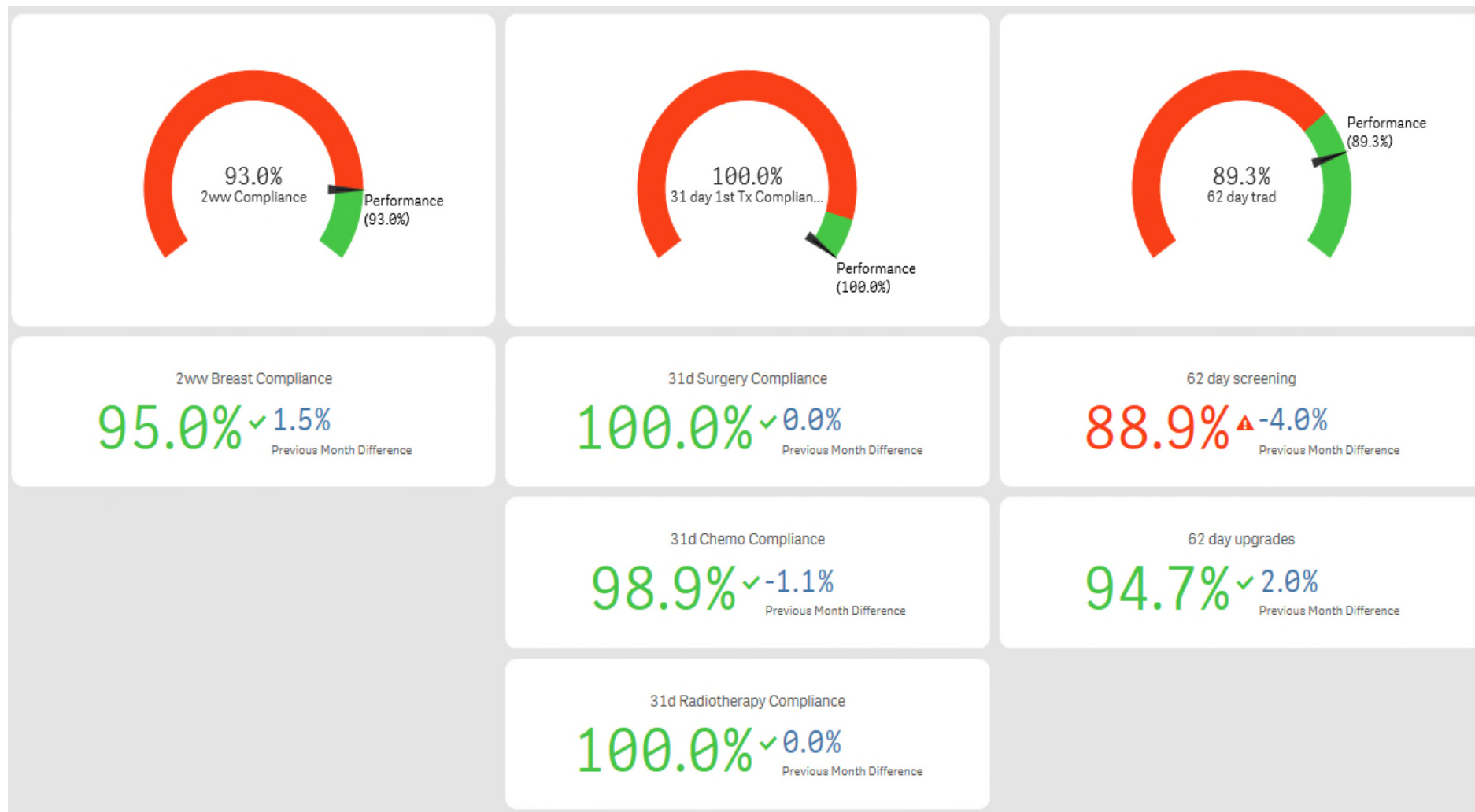
# Cancer and Diagnostics



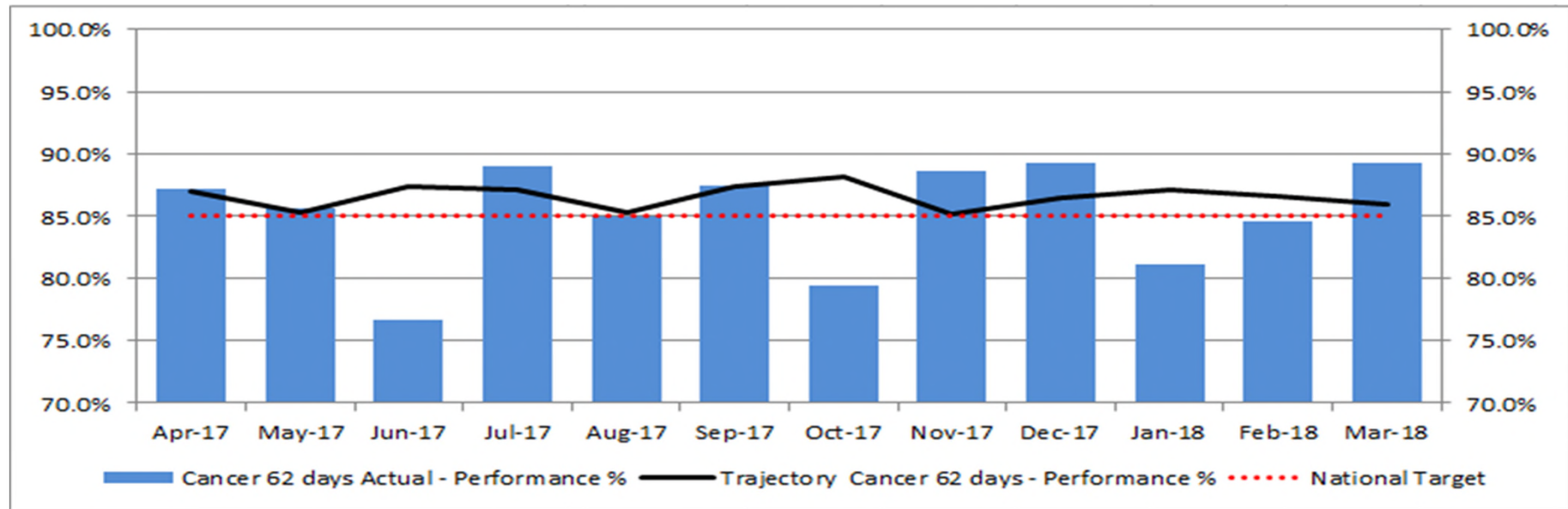
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# Cancer Summary – March 2018



# 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	23.5	17.5	12.5
Cancer 62 days Actual - Total seen	113	118	133	136	147	135	109	145	112.5	124.5	113.5	117
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%	89.3%

March performance is 89.3%, against a trajectory of 85.9%

# Cancer Performance (Site Specific Performance)

## 2017/18

										SaTH YTD
Measure	Monthly Target %	September	October	November	December	January	February	March	National Average	
62 days urgent ref to treatment	85	87.40%	79.40%	88.60%	89.30%	81.12%	84.60%	89.30%	84.50%	85.10%
Brain	85	N/A	N/A	N/A	N/A	N/A	N/A	N/A	87.50%	N/A
Breast	85	100% 0/23	90.00% 1/10	96.70% 1/30	100% 0/15	100% 0/24	100% 0/14	96.00% 1/25	91.10%	98.30%
Colorectal	85	77.80% 4/18	50.00% 4/8	86.70% 2/15	87.50% 2/16	80.60% 3/15½	57.10% 3/7	88.90% 1/9	78.10%	76.10%
Gynaecology	85	92.90% ½/7	100% 0/5	100% 0/5½	50.00% 2/4	70.80% 3½/12	22.20% 3½/4½	73.30% 2/7½	83.40%	76.90%
Haematology	85	100% 0/7	80.00% 1/5	83.30% 1/6	100% 0/6	100% 0/2	100% 0/10	100% 0/6	80.10%	85.20%
Head & Neck	85	80.00% ½/2½	100% 0/2	50.00% 2/4	80.00% ½/2½	66.70% 1/3	100% 0/4	100% 0/4	70.40%	73.50%
Lung	85	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	58.80% 3½/8½	76.80%	66.90%
Skin	85	94.70% 2/38	95.00% 1/20	100% 0/26	96.40% 1/28	100% 0/24	100% 0/21	100% 0/21	96.70%	97.10%
Upper GI	85	63.60% 2/5½	72.70% 3/11	72.70% 3/11	75.00% 2/8	42.10% 5½/9½	66.70% 2/6	66.70% 2/6	75.90%	67.80%
Urology	85	87.50% 2/16	85.70% 4/28	88.30% 4½/38½	91.30% 2/23	69.20% 8/26	81.10% 7/37	92.90% 2/28	80.30%	86.40%

- 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

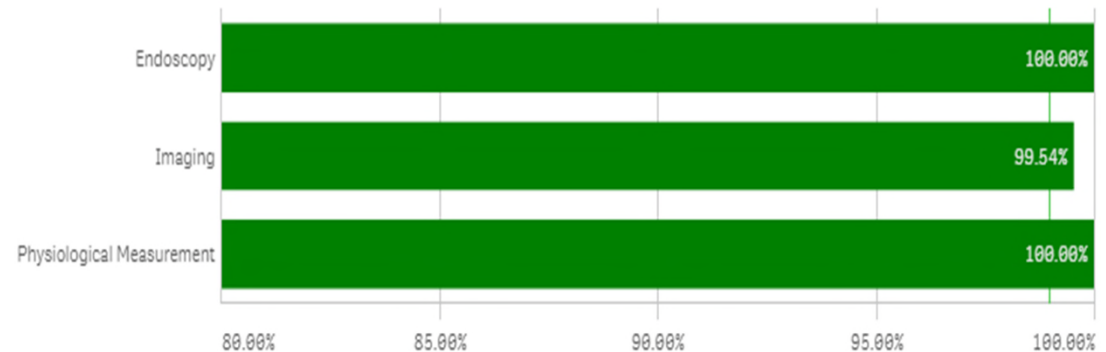
- All patients between 63 and 82 days to have care plan in place to avoid 104 day waits
- RCAs to be reviewed and actions to followed up with Care Groups.
- Review of all patient choice breaches and actions to reduce these.
- Cancer lead Nurse is reviewing all the patient pathways with the CNS teams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

# Diagnostic Waiting Times

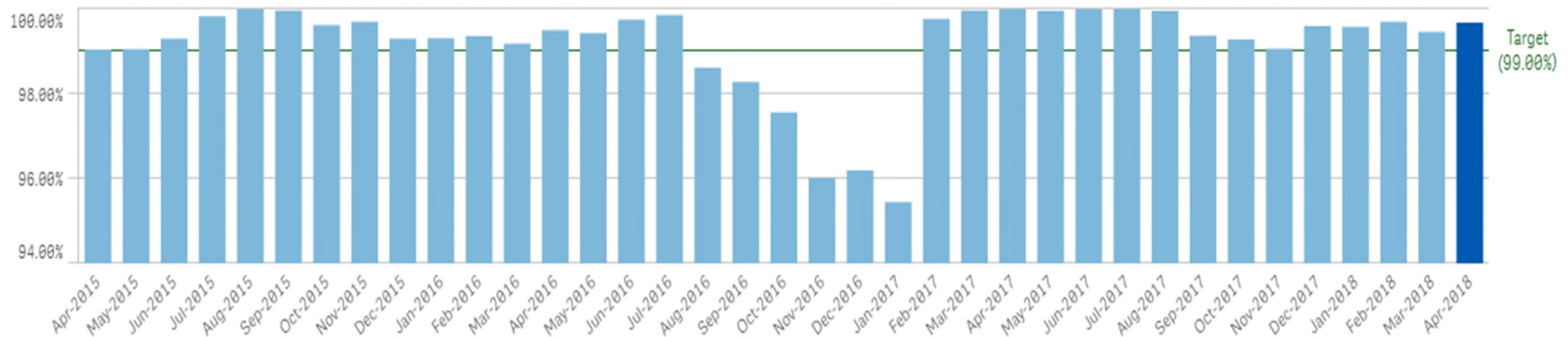
Apr-2018

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

% waited under 6 weeks  
**99.64%** ✓ 0.22%  
 Previous Month Difference



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



# Finance Report Month 1



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



# Income & Expenditure – Overview M1

	Annual	YTD		
	Financial Plan	Plan	Actual	Variance
	£000s	£000s	£000s	£000s
Income	355,007	28,258	28,214	(44)
Pay	(246,151)	(20,843)	(20,839)	4
Non-Pay	(112,580)	(9,317)	(9,260)	57
<b>Total expenditure</b>	<b>(358,731)</b>	<b>(30,160)</b>	<b>(30,099)</b>	<b>61</b>
EBITDA	(3,724)	(1,902)	(1,885)	17
Finance Costs	(14,715)	(1,141)	(1,110)	31
<b>Surplus/(deficit) against Control Total pre PSF</b>	<b>(18,439)</b>	<b>(3,043)</b>	<b>(2,995)</b>	<b>48</b>
Provider Sustainability Funding (PSF)	9,824	491	491	0
<b>Surplus/(deficit) against Control Total post PSF</b>	<b>(8,615)</b>	<b>(2,552)</b>	<b>(2,504)</b>	<b>48</b>

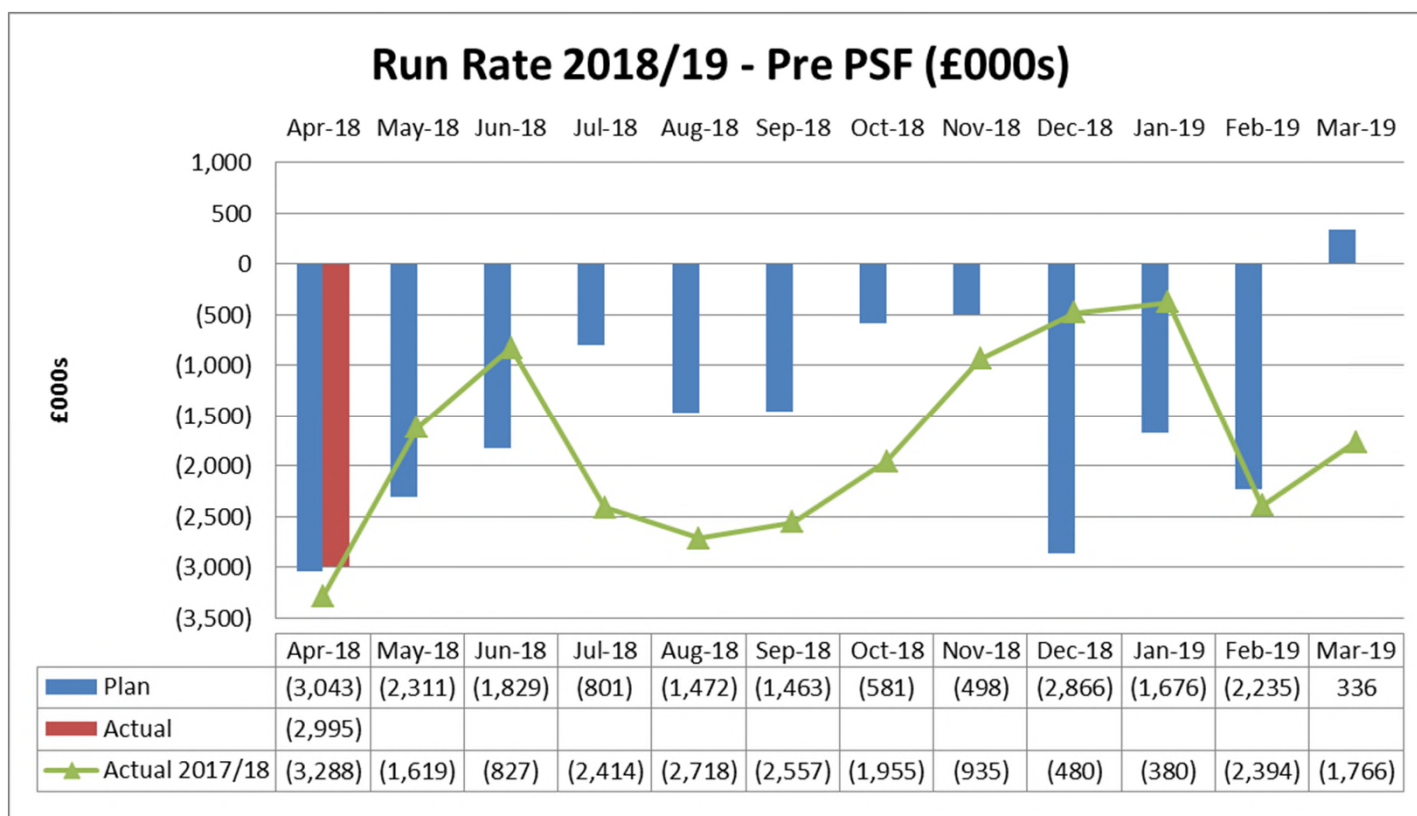
In the first month of the new financial year the Trust is reporting an in month pre provider sustainability fund (PSF) deficit of £2.995m, £0.048m better than plan. Inclusion of the PSF reduces the in month deficit to £2.504m.

Income is under by £0.044m due to reduced capacity within Theatres, Pay is broadly balanced and non pay is under by £0.057m linked to income.

## Key Messages

- In month 1 the Trust is reporting an in month pre PSF deficit of £2.995m, £0.048m better than plan.

# Income & Expenditure – Run Rate



The graph above details our planned monthly deficit and surplus position pre PSF over the 2018/19 financial year as compared to the actual 2017/18 delivery.

# Income

	YTD Budget Activity	YTD Actual Activity	Variance Activity	Variance %	YTD Budget £000s	YTD Actual £000s	Financial Variance Value £000s	Price Variance £000s	Volume Variance £000s
Accident and Emergency (Attendances)	9,138	9,392	254						
Outpatient Appts (Attendances)	34,051	34,132	81	2.8%	1,219	1,239	19	(15)	34
Elective Day Cases	3,788	3,751	(37)	0.2%	3,894	3,829	(65)	(22)	(43)
Elective Inpatient (Spells)	401	419	18	(1.0%)	2,433	2,272	(161)	(114)	(47)
Non Elective (Spells)				4.4%	1,261	1,314	53	(28)	81
Non Elective Other	4,121	4,455	334	8.1%	8,425	8,580	155	(404)	559
Emergency Threshold	578	549	(29)	(5.0%)	1,242	1,195	(47)	(2)	(45)
Education					(366)	(507)	(141)	(141)	
Injury Cost Recovery					949	1,009	60	60	
Private Patients					114	114	0	0	
Others (Inc Reserves)					111	57	(54)	(54)	
<b>Total pre PSF</b>	<b>52,077</b>	<b>52,698</b>	<b>621</b>	<b>1.2%</b>	<b>28,258</b>	<b>28,214</b>	<b>(44)</b>	<b>(583)</b>	<b>539</b>
Provider Sustainability Funding (PSF)					491	491	0	0	
<b>Total post PSF</b>	<b>52,077</b>	<b>52,698</b>	<b>621</b>	<b>1.2%</b>	<b>28,749</b>	<b>28,705</b>	<b>(44)</b>	<b>(583)</b>	<b>539</b>

Income is underperforming in month by £0.044m.

A negative price variance exists within daycase and non elective activity suggesting less complexity however, no real conclusion can be made at this stage until activity is fully coded.

## Key Messages

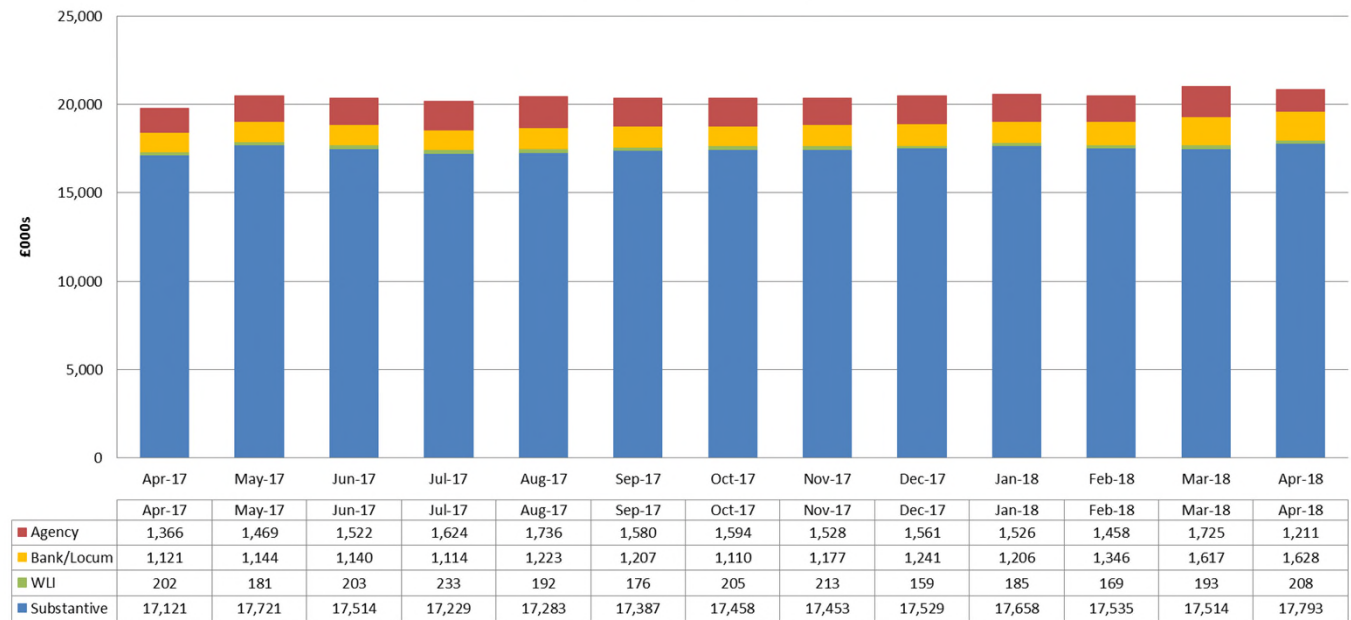
- One month into the new financial year the Trust had planned to receive income amounting to £28.258 million excluding provider transformation funding (PSF) and had generated income amounting to £28.214 million, an under performance of £0.044 million.

# Pay

## Key Messages

- To date the pay spend amounted to £20.839m against a plan of £20.843m resulting in an underspend of £0.004m.
- 15% of the Trust's pay costs in month 1 are attributable to temporary staffing.

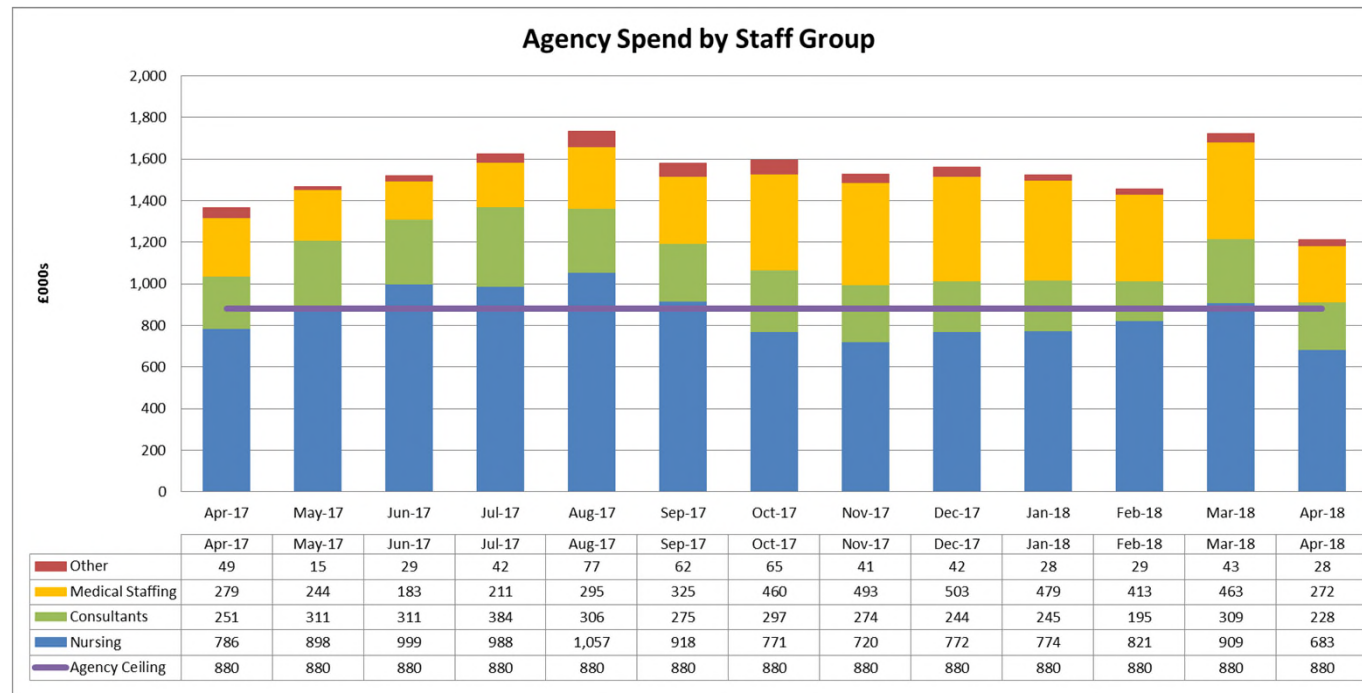
Pay Costs by Element



The graph shows that 15% of the Trust's pay costs in month 1 were attributed to temporary staffing inline with the average seen during the previous financial year. Agency spend accounts for 6% a reduction from the average of 8% seen during 2017/18.

# Agency

Annual	YTD		
Agency Ceiling	Agency Ceiling Plan	Agency Expenditure Actual	Variance Under/(Over)
£000s	£000s	£000s	£000s
10,559	880	1,211	(331)



## Key Messages

- The Trust continues to rely heavily on temporary staffing to support its fragile workforce and as a consequence remains above the agency ceiling as set by NHSI.
- Month 1 run rate down by £0.346m compared to average run rate seen in 2017/18.

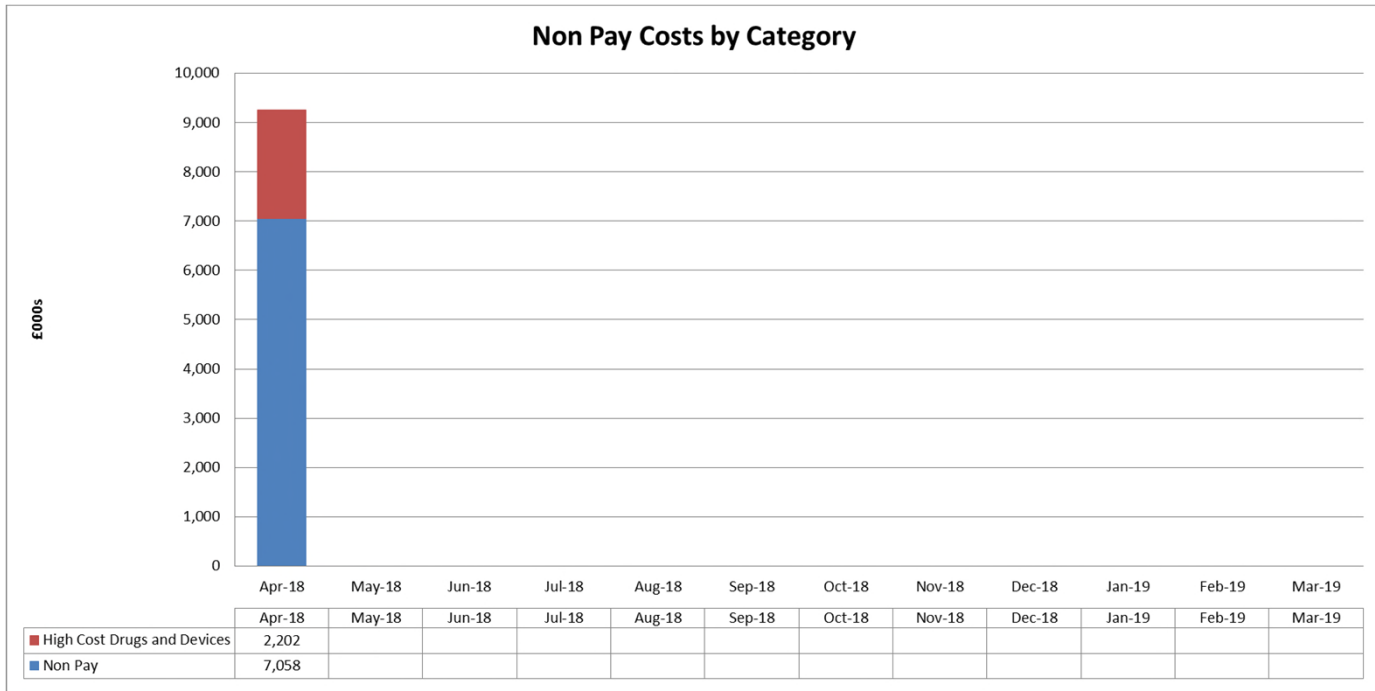
The table above details actual spend against the agency ceiling, as can be seen, total agency spend in month amounted to £1.211m, £0.331m above the agency ceiling as set by NHSI.

The graph shows the split of agency spend by staff group from April 2017 to present. The mix of staff as a proportion of spend has changed very little from the 2017/18 average, with nursing accounting for 56% and consultants and medical staffing accounting for 41% in April 2018 however, overall spend has reduced in April 2018 compared to the average run rate in 2017/18 by £0.346m.

# Non Pay

## Key Messages

- To date non pay spend amounted to £9.260m against a plan of £9.317m resulting in an underspend of £0.057m.

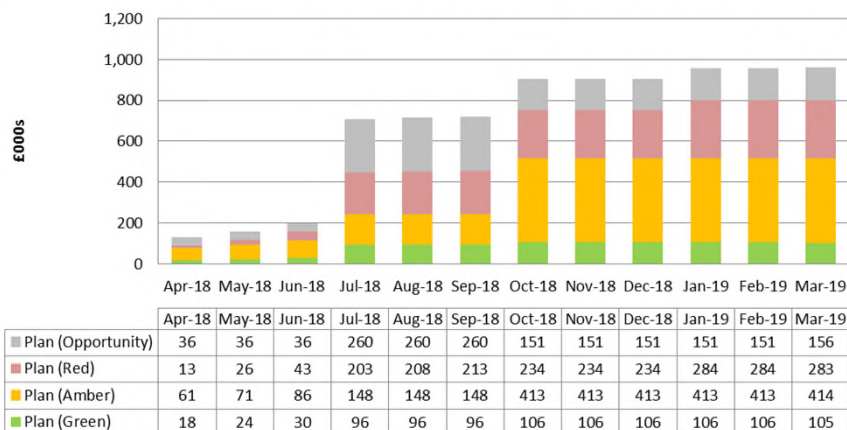


The graph above shows that circa a quarter of the Trust's non pay spend is attributable to high cost drugs and devices which are a pass through cost to commissioners.



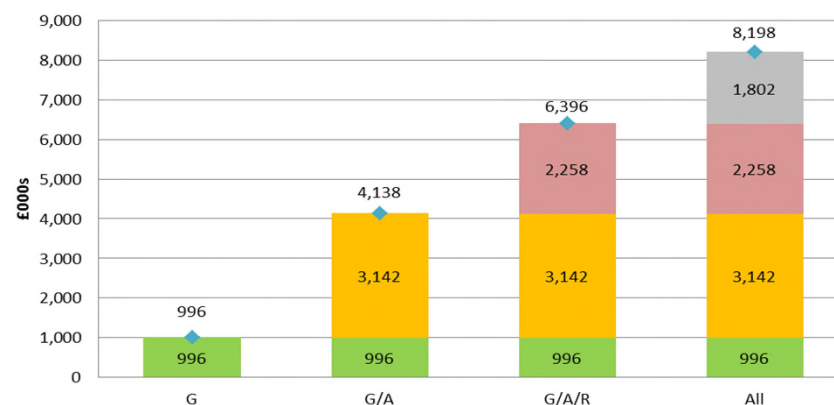
# Waste Reduction Trajectory and Status

**Waste Reduction RAG Status Planned Trajectory**



The waste reduction trajectory has been developed in line with the key deliverables in the operational plan, particularly 6 programmes outlined for urgent care which were deemed to impact the financial position as at 1<sup>st</sup> July, hence the sharp increase in expected delivery from July 2018.

**RAG Status of Annual Planned Waste Reduction Schemes**

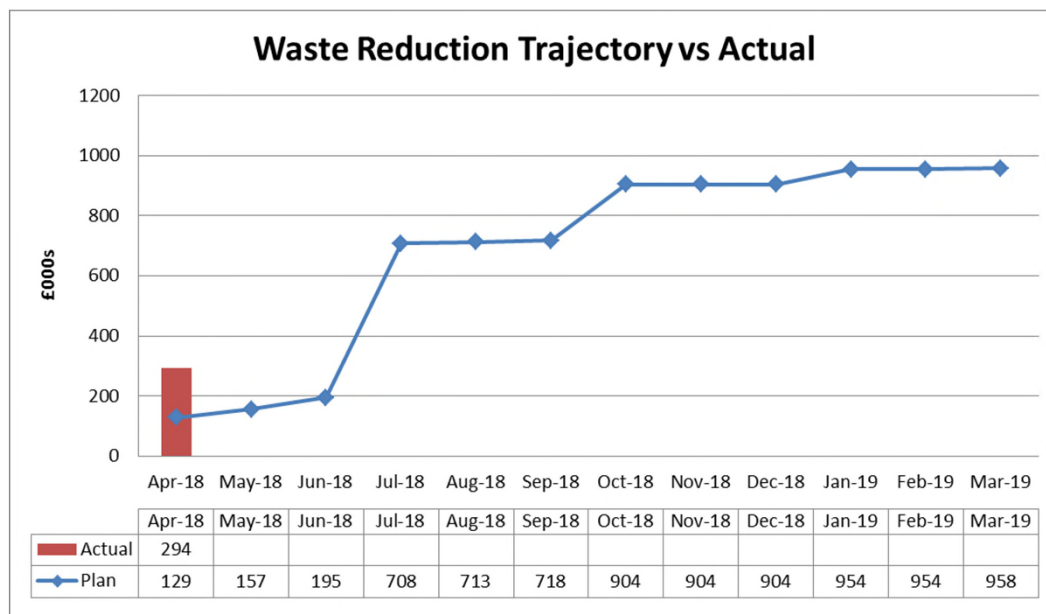


The graph above shows the total delivery split by RAG status. The total value of identified green and amber schemes equates to 51% of the overall waste reduction target, with 27% RAG rated as red and a further 22% identified as an opportunity.

# Waste Reduction Performance

## Key Messages

- In month there is an over performance against plan of £0.165m due to the earlier than anticipated closure of escalation spaces.



In month 1 the Trust has made considerable efforts to reduce the number of open escalation spaces and as a result have delivered in month savings where none were anticipated until July 2018. All other schemes delivered to plan with the exception of procurement where additional schemes are being explored to address this shortfall.

Although there is an over performance in month 1, the Trust is aware of the significantly higher targets in Q2-Q4 and a monthly multi disciplinary waste reduction group has been established to monitor each of the schemes and identify any additional schemes to ensure delivery of the £8.198m part year effect target.

# Cash

The Shrewsbury and Telford Hospital NHS Trust				
Cashflow - 2018/19				
	Actual	Forecast	Forecast	Forecast
	April Month	May Month	June Month	July Month
	£000's	£000's	£000's	£000's
Balance B/fwd	1,649	8,079	4,625	1,700
<b>INCOME</b>				
Income I&E	26,557	30,535	27,630	30,621
Income - Total Balance Sheet Changes	2,332	616	139	2,744
Total Income Cashflow	28,889	31,151	27,769	33,365
Revolving Working Capital - I&E Deficit			1,531	
Working Capital Support				
Revolving Working Capital - STF				
Total Income Cashflow (inc loan)	28,889	31,151	29,300	33,365
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
<b>PAY</b>				
Pay I&E	(20,519)	(20,037)	(19,880)	(19,412)
Pay - Total Balance Sheet Changes	4,762	0	0	0
Total Pay Cashflow	(15,757)	(20,037)	(19,880)	(19,412)
<b>NON PAY</b>				
Non Pay I&E	(5,640)	(11,287)	(11,613)	(10,908)
Non Pay - Total Balance Sheet Changes	0	0	0	0
Total Non Pay Cashflow	(5,640)	(11,287)	(11,613)	(10,908)
<b>Finance Costs</b>				
Finance Costs I&E	5	(43)	(43)	(43)
Finance Costs - Total Balance Sheet Changes	3	(38)	0	0
Total Finance Costs Cashflow	8	(81)	(43)	(43)
<b>Capital</b>				
Capital Expenditure	(130)	(234)	(409)	(2,294)
BS Changes - Capital c/f to 2019/20				
Capital - Total Balance Sheet Changes	(939)	(2,967)	(279)	0
Total Capital Cashflow	(1,069)	(3,200)	(688)	(2,294)
Total Cashflow	6,430	(3,454)	(2,924)	708
Balance C/fwd	8,079	4,625	1,700	2,408

The cashflow meets the required minimum cash balance of £1.700m to be held on the balance sheet.

The Trust will require support of Department of Health and Social Care loan in order to underpin the Trust's Control Total of deficit £8.615m post PSF. This loan is included in order to meet our £1.700m cash balance.

The Trust will also require a loan of £1.531m in June to support the Trust's quarter 1 forecast deficit and to cover PSF for quarter 1 which is not received until after quarter 1.

**PERFORMANCE COMMITTEE – 25<sup>TH</sup> MAY 2018**  
**FINANCE REPORT – MONTH 1**

**1. Income & Expenditure position**

The financial position of the Trust at the end of month 1 is presented in the table below:

	Financial Plan	YTD		
		Plan	Actual	Variance
	£000ss	£000ss	£000ss	£000ss
Income	355,007	28,258	28,214	(44)
Pay	(246,151)	(20,843)	(20,839)	4
Non-Pay	(112,580)	(9,317)	(9,260)	57
<b>Total expenditure</b>	<b>(358,731)</b>	<b>(30,160)</b>	<b>(30,099)</b>	<b>61</b>
<b>EBITDA</b>	<b>(3,724)</b>	<b>(1,902)</b>	<b>(1,885)</b>	<b>17</b>
Finance Costs	(14,715)	(1,141)	(1,110)	31
<b>Surplus/(deficit) against Control Total pre PSF</b>	<b>(18,439)</b>	<b>(3,043)</b>	<b>(2,995)</b>	<b>48</b>
<b>Provider Sustainability Funding (PSF)</b>	<b>9,824</b>	<b>491</b>	<b>491</b>	<b>0</b>
<b>Surplus/(deficit) against Control Total post PSF</b>	<b>(8,615)</b>	<b>(2,552)</b>	<b>(2,504)</b>	<b>48</b>

In the first month of the new financial year the Trust is reporting an in month pre provider sustainability fund (PSF) deficit of £2.995m, £0.048m better than plan. Inclusion of the PSF reduces the in month deficit to £2.504m.

**2. Income**

**2.1 Income – Performance to date**

One month into the new financial year the Trust had planned to receive income amounting to £28.258 million excluding provider transformation funding (PSF) and had generated income amounting to £28.214 million, an under performance of £0.044 million.

	YTD Budget Activity	YTD Actual Activity	Variance Activity	Variance %	YTD Budget £000s	YTD Actual £000s	Financial Variance Value £000s	Price Variance £000s	Volume Variance £000s
Accident and Emergency (Attendances)	9,138	9,392	254	2.8%	1,219	1,239	19	(15)	34
Outpatient Appts (Attendances)	34,051	34,132	81	0.2%	3,894	3,829	(65)	(22)	(43)
Elective Day Cases	3,788	3,751	(37)	(1.0%)	2,433	2,272	(161)	(114)	(47)
Elective Inpatient (Spells)	401	419	18	4.4%	1,261	1,314	53	(28)	81
Non Elective (Spells)	4,121	4,455	334	8.1%	8,425	8,580	155	(404)	559
Non Elective Other	578	549	(29)	(5.0%)	1,242	1,195	(47)	(2)	(45)
Emergency Threshold					(366)	(507)	(141)	(141)	
Education					949	1,009	60	60	
Injury Cost Recovery					114	114	0	0	
Private Patients					111	57	(54)	(54)	
Others (Inc Reserves)					8,974	9,113	139	139	
<b>Total</b>	<b>52,077</b>	<b>52,698</b>	<b>621</b>	<b>1.2%</b>	<b>28,258</b>	<b>28,214</b>	<b>(43)</b>	<b>(582)</b>	<b>539</b>
Provider Sustainability Funding (PSF)					491	491	0	0	
<b>Total after PSF</b>	<b>52,077</b>	<b>52,698</b>	<b>621</b>	<b>1.2%</b>	<b>28,749</b>	<b>28,705</b>	<b>(43)</b>	<b>(582)</b>	<b>539</b>

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

- i) Accident and Emergency attendances are above planned levels by 3%, this is mainly at the PRH site.
- ii) Outpatient attendances are broadly balanced with underperformances across neurology and ophthalmology being offset by overperformances in clinical oncology, dermatology and breast surgery.
- iii) Elective Daycase activity is under plan by 37 spells (1%), and is due to reduced theatre capacity at the PRH site. There is a negative price variance that is presenting itself which suggests that the casemix is less complex in month. That said, no real conclusion can be made at this stage until all activity is fully coded.
- iv) Elective Inpatient spells are over delivering against plan by 18 spells (4%), this is mainly within T&O.
- v) Non Elective activity is 334 spells higher than the planned levels (8%), there is however a negative price variance which suggests that the casemix is less complex in month. That said, no real conclusion can be made at this stage until all activity is fully coded.

# Activity Assessment

Month

1

Future Months based on

Internal Plan

	Actual	Plan															
	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	9,392	9,709	9,667	9,589	9,989	9,509	9,307	9,602	9,580	9,043	8,939	9,187	9,183	8,740	9,738	9,220	112,797
Outpatient Attendances	34,132	35,261	37,794	35,729	35,605	34,744	36,865	35,738	36,685	38,143	30,382	35,070	35,706	34,307	36,581	35,531	426,205
Elective Daycases	3,751	4,119	4,310	4,060	4,252	4,121	4,283	4,219	4,294	4,202	3,654	4,050	3,843	3,904	4,313	4,020	49,046
Elective Inpatient Spells	419	456	494	456	509	465	448	474	497	477	433	469	362	397	447	402	5,404
Emergency Spells	4,455	4,251	4,287	4,331	4,243	4,129	4,204	4,192	4,330	4,462	4,502	4,431	4,567	4,303	4,659	4,510	52,394
Maternity/Non Elective Other Spells	549	631	579	586	600	589	595	595	631	583	581	598	579	563	608	583	7,090

## 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	
18/19 Internal Plan	4,062	4,119	4,310	4,163	4,252	4,121	4,283	4,219	4,294	4,202	3,654	4,050	3,843	3,904	4,313	4,020	49,357	
Actual	3,751																	
Variance	(311)																	
17/18	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	3,532	3,990	3,800	46,865	
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	
18/19 Internal Plan	401	456	494	450	509	465	448	474	497	477	433	469	362	397	447	402	5,386	
Actual	419																	
Variance	18																	
17/18	397	484	525	469	551	478	452	494	486	499	416	467	330	384	436	383	5,438	
16/17	490	493	558	514	525	484	505	505	498	551	489	513	390	424	556	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	
18/19 Internal Plan	4,121	4,251	4,287	4,220	4,243	4,129	4,204	4,192	4,330	4,462	4,502	4,431	4,567	4,303	4,659	4,510	52,060	
Actual	4,455																	
Variance	334																	
17/18	4,014	4,269	4,235	4,173	4,232	4,100	3,968	4,100	4,261	4,437	4,196	4,298	4,624	4,091	4,561	4,425	50,988	
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	
18/19 Internal Plan	578	631	579	596	600	589	595	595	631	583	581	598	579	563	608	583	7,119	
Actual	549																	
Variance	(29)																	
17/18	613	649	603	622	556	609	605	590	590	535	609	578	563	512	601	559	7,045	
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	
18/19 Internal Plan	34,051	35,261	37,794	35,702	35,605	34,744	36,865	35,738	36,685	38,143	30,382	35,070	35,706	34,307	36,581	35,531	426,124	
Actual	34,132																	
Variance	81																	
17/18	31,303	37,930	37,769	35,667	36,233	35,719	35,765	35,906	37,632	38,077	27,162	34,290	36,148	33,724	35,336	35,069	422,798	
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	31,339	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	
18/19 Internal Plan	9,138	9,709	9,667	9,505	9,989	9,509	9,307	9,602	9,580	9,043	8,939	9,187	9,183	8,740	9,738	9,220	112,543	
Actual	9,392																	
Variance	254																	
17/18	8,870	9,677	9,538	9,362	9,948	9,372	9,109	9,476	9,702	9,062	8,888	9,217	9,244	8,527	9,380	9,050	111,317	
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 £20.839 million against a plan of £20.843 million resulting in an underspend of £0.004 million.

The Trust continues to rely heavily on temporary staffing to support its fragile workforce and as a consequence remains above the agency ceiling as set by NHSI. The table below details actual spend against the agency ceiling.

Agency Ceiling		Agency Expenditure		Variance		Annual Agency Ceiling
YTD		YTD		Under/ (Over)		
£000s		£000s		£000s		£000s
880		1,211		(331)		10,559

As you can see, total agency spend in month amounted to £1.211 million, £0.331 million above the agency ceiling set by NHSI.

#### 3.2 Non Pay

To date the non pay spend amounted to £9.260 million against a plan of £9.317 million resulting in an underspend of £0.057 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 and are a pass through cost to Commissioners.

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
Apr-18	6,707



#### 4. Trust Capital Programme

The Trust's Capital Programme for 2018/19 is presented in the table below:

The Shrewsbury and Telford Hospital NHS Trust								
2018/19 Capital Programme Update as at Month 1 (April 2018)								
Scheme	2018/19 Capital Budget £000's	2018/19 Spend to date £000's	Expenditure committed - ordered £000's	Total expenditure/ committed to date £000's	Expenditure committed - to be ordered £000's	Scheme yet to be identified £000's	Forecast Outturn £000's	Variance under/ (over) spend £000's
Outstanding Commitments from 2017/18	200	8	83	91	81	28	200	0
Pre-Committed Schemes								
PC Ophthalmology move into Copthorne Building - Phase 3	1,166	0	0	0	1,166	0	1,166	0
PC In House costs of delivery of schemes	820	55	644	699	121	0	820	0
PC Replacement Linac (ref Lingen Davies Grant) Equipment	1,800	0	1,759	1,759	41	0	1,800	0
PC RSH MLU/PAU - P2 FCHS	100	0	32	33	67	0	100	0
PC Subway Duct - RSH (further phases following on from 2017/18 agreement)	200	0	0	0	200	0	200	0
Contingency Fund - Estates	250	0	0	0	0	250	250	0
Contingency Fund - Medical Equipment	250	0	52	52	0	198	250	0
Contingency Fund - IT Equipment	250	0	27	27	0	223	250	0
Contingency Fund - Non-Patient Connected Equipment Replacement	50	0	0	0	0	50	50	0
Contingency Fund - VitalPac/PSAG	100	0	0	0	0	100	100	0
Contingency Fund - Support Services Care Group Equipment	100	0	0	0	0	100	100	0
Contingency Fund - Facilities Equipment	50	0	0	0	0	50	50	0
Contingency Fund - Patient Environment (inc Furniture)	50	0	0	0	0	50	50	0
Total Delegated Contingency Funds	1,100	0	79	79	0	1,021	1,100	0
Capitalisation of Expenditure	1,200	91	970	1,060	140	0	1,200	0
Corporate Contingency (In Year Allocations)	1,000	0	64	64	0	936	1,000	0
CC - PRH MATERNITY US SCANNER	64	0	64	64	0	0	64	0
Estates Risks Rated Priority 1								
Estates Risks Priority 1: Asbestos	145	0	16	16	129	0	145	0
Estates Risks Priority 1: Fire (Potential Enforcement Notice)	200	0	0	0	200	0	200	0
Estates Risks Priority 1: Ward refurbishment works whilst wards decanted	100	0	11	11	89	0	100	0
Estates Risks Rated Priority 1: Roadways/pathways/external lighting	79	0	0	0	79	0	79	0
Medical Equipment Replacement Priority 1	170	0	0	0	170	0	170	0
IT Replacement Priority 1	170	0	0	0	170	0	170	0
New In Year Capital Projects								
Total Capital Schemes	8,450	154	3,657	3,811	2,654	1,985	8,450	0
Overcommitted/Unallocated	0	0	0	0	0	0	0	0
Total	8,450	154	3,657	3,811	2,654	1,985	8,450	0

At month 1, the internal CRL for 2018/19 has been initially set at historic value of £8.450 million.

The overall position at Month 1 (*ie end of March 2018*) is:

Status	£m	%
Expensed	0.154	1.83
Ordered - not yet expensed	3.657	43.28
Committed – not yet ordered or expensed	2.654	31.41
Schemes yet to be identified	1.985	23.48

## 5. Trust cash position

The Shrewsbury and Telford Hospital NHS Trust													
Cashflow - 2018/19													
	Actual	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Total To Date
	April Month	May Month	June Month	July Month	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	£000's	£000's	£000's	£000's
Balance B/fwd	1,649	8,079	4,625	1,700	2,408	1,700	1,700	2,247	1,700	1,700	2,434	1,700	1,649
INCOME													
Income I&E	26,557	30,535	27,630	30,621	27,607	29,064	32,199	29,174	31,629	33,565	30,763	36,509	365,854
Income - Total Balance Sheet Changes	2,332	616	139	2,744	1,447	2,388	0	0	0	0	0	0	9,666
Total Income Cashflow	28,889	31,151	27,769	33,365	29,054	31,452	32,199	29,174	31,629	33,565	30,763	36,509	375,520
Revolving Working Capital - I&E Deficit			1,531		1,676	820		2,628	1,704		256		8,615
Working Capital Support													0
Revolving Working Capital - STF													0
Total Income Cashflow (inc loan)	28,889	31,151	29,300	33,365	30,730	32,272	32,199	31,802	33,333	33,565	31,019	36,509	384,135
Repayment of RWC - on receipt of STF 1617													0
Repayment of RWC - on receipt of STF 1718													0
Total repayment of Loans re STF	0	0	0	0	0	0	0	0	0	0	0	0	0
PAY													
Pay I&E	(20,519)	(20,037)	(19,880)	(19,412)	(19,633)	(19,558)	(19,326)	(19,332)	(19,450)	(19,480)	(19,419)	(19,012)	(235,059)
Pay - Total Balance Sheet Changes	4,762	0	0	0	0	0	0	0	0	0	0	0	4,762
Total Pay Cashflow	(15,757)	(20,037)	(19,880)	(19,412)	(19,633)	(19,558)	(19,326)	(19,332)	(19,450)	(19,480)	(19,419)	(19,012)	(230,297)
NON PAY													
Non Pay I&E	(5,640)	(11,287)	(11,613)	(10,908)	(10,866)	(10,713)	(11,230)	(10,575)	(10,708)	(10,886)	(8,388)	(11,884)	(124,698)
Non Pay - Total Balance Sheet Changes	0	0	0	0	0	0	0	(2,054)	(2,054)	(2,054)	(2,054)	(2,054)	(10,268)
Total Non Pay Cashflow	(5,640)	(11,287)	(11,613)	(10,908)	(10,866)	(10,713)	(11,230)	(12,628)	(12,762)	(12,940)	(10,442)	(13,937)	(134,966)
Finance Costs													
Finance Costs I&E	5	(43)	(43)	(43)	(43)	(1,619)	(43)	(43)	(43)	(43)	(43)	(1,619)	(3,620)
Finance Costs - Total Balance Sheet Changes	3	(38)	0	0	0	111	0	0	0	0	0	0	75
Total Finance Costs Cashflow	8	(81)	(43)	(43)	(43)	(1,508)	(43)	(43)	(43)	(43)	(43)	(1,619)	(3,545)
Capital													
Capital Expenditure	(130)	(234)	(409)	(2,294)	(897)	(493)	(1,052)	(347)	(1,078)	(369)	(1,849)	(1,942)	(11,092)
BS Changes - Capital c/f to 2019/20													0
Capital - Total Balance Sheet Changes	(939)	(2,967)	(279)	0	0	0	0	0	0	0	0	0	(4,185)
Total Capital Cashflow	(1,069)	(3,200)	(688)	(2,294)	(897)	(493)	(1,052)	(347)	(1,078)	(369)	(1,849)	(1,942)	(15,277)
Total Cashflow	6,430	(3,454)	(2,924)	708	(708)	(0)	547	(548)	0	734	(733)	(1)	51
Balance C/fwd	8,079	4,625	1,700	2,408	1,700	1,700	2,247	1,700	1,700	2,434	1,700	1,700	1,700

The above cashflow meets the required minimum cash balance of £1.700 million to be held on the balance sheet.

The Trust will require support of Department of Health and Social Care loan in order to underpin the Trust's Control Total of deficit £8.615 million. This loan is included in the above in order to meet our £1.700 million cash balance.

The Trust will also require a loan of £1.531m in June to support the Trust's quarter 1 forecast deficit and to cover PSF for quarter 1 which is not received until after quarter 1.

## 6. Receivables/Payables

### 6.1 Receivables

Accounts Receivable aged debt summary as at 30<sup>th</sup> April 2018:

	1-30 Days	31-60 Days	61+ Days	Total
	£000s	£000s	£000s	£000s
NHS (English)	847	3,286	498	4,631
NHS (Non-English)	23	2,537	39	2,599
Private Patients	18	9	41	68
Other*	472	220	187	879
<b>Total</b>	<b>1,360</b>	<b>6,052</b>	<b>765</b>	<b>8,177</b>

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

The outstanding receivable balances as at 30<sup>th</sup> April 2018 over £0.100 million are:

	1-30 Days	31-60 Days	61+ Days	Total
	£000s	£000s	£000s	£000s
NHS England Commissioning	349	1,863	0	2,212
Powys LHB	9	1,850	29	1,888
Telford & Wrekin CCG	4	1,300	169	1,473
Betsi Cadwaladr	0	559	0	559
RJAH	165	146	109	420
CP Plus	174	124	0	298
Shropshire Community HCT	141	80	55	276
WHSSC	4	122	0	126
Siemens PLC	120	0	0	120
North Staffordshire CCG	0	(182)	0	(182)

The credit note raised to North Staffordshire CCG for £0.182 million is in settlement of the contract forecast outturn for 2017/18.

### 6.2 Payables

Accounts Payable aged summary of outstanding invoices as at 30<sup>th</sup> April 2018:

	1-30 Days	31-60 Days	61+ Days	Total
	£000s	£000s	£000s	£000s
NHS	260	310	539	1,109
Non- NHS	8,525	4,329	1,306	14,160
<b>Total</b>	<b>8,785</b>	<b>4,639</b>	<b>1,845</b>	<b>15,269</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- Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-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
Consultants	3,140	3,282	3,179	3,218	3,361	3,443	3,503	3,396	3,491	3,600	3,562	3,487	3,554	3,507	3,632	3,547	3,374	3,725	3,528
Medical Staffing	2,207	2,235	2,423	2,268	2,133	2,230	2,241	2,193	2,228	2,177	2,219	2,291	2,381	2,361	2,415	2,490	2,424	2,655	2,379
Nursing	7,451	7,413	7,591	7,619	7,649	7,581	7,694	8,022	8,117	8,055	8,225	8,092	7,924	8,002	7,989	8,079	8,233	8,108	8,337
Other Clinical	2,415	2,421	2,472	2,477	2,581	2,587	2,561	2,594	2,612	2,603	2,655	2,664	2,680	2,673	2,685	2,642	2,656	2,662	2,700
Non Clinical	3,393	3,404	3,449	3,492	3,573	3,601	3,603	3,550	3,787	3,765	3,773	3,815	3,829	3,829	3,769	3,816	3,821	3,898	3,894
Actual Pay Spend £	18,606	18,755	19,115	19,074	19,296	19,441	19,602	19,755	20,235	20,200	20,434	20,350	20,367	20,371	20,490	20,575	20,508	21,048	20,839
Consultants	238	243	253	240	246	247	250	249	252	256	254	252	251	253	253	252	251	251	250
Medical Staffing	358	358	368	349	340	356	357	361	365	345	337	324	340	353	345	341	344	350	349
Nursing	2,322	2,330	2,382	2,416	2,355	2,358	2,390	2,412	2,392	2,411	2,398	2,385	2,443	2,444	2,416	2,453	2,489	2,488	2,414
Other Clinical	761	775	791	795	793	805	807	811	809	809	824	822	825	830	826	816	824	819	826
Non Clinical	1,479	1,502	1,515	1,526	1,533	1,548	1,550	1,541	1,550	1,567	1,576	1,571	1,574	1,578	1,567	1,565	1,580	1,595	1,583
Actual Pay wte	5,158	5,208	5,291	5,327	5,267	5,313	5,354	5,374	5,368	5,388	5,389	5,355	5,434	5,459	5,407	5,427	5,488	5,503	5,422

## 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	Average Apr-Jun 2017 £000's	Average Jul 2017 £000's	Average Aug 2017 £000's	Average Sep 2017 £000's	Average Oct 2017 £000's	Average Nov 2017 £000's	Average Dec 2017 £000's	Average Jan 2018 £000's	Average Feb 2018 £000's	Average Mar 2018 £000's	Average Apr 2018 £000's
Consultants	120	182	150	217	212	286	256	255	291	384	306	275	297	274	244	245	195	309	228
Medical Staff	285	379	557	478	282	307	309	265	236	211	295	325	460	493	503	479	413	463	272
Nursing	671	705	667	527	508	516	567	910	894	988	1,057	918	771	720	772	774	821	909	683
Other Clinical	43	35	52	52	61	51	32	41	27	35	42	42	46	39	42	25	26	42	29
Non clinical	79	76	79	55	43	52	17	1	4	7	35	19	20	2	0	3	3	0	-1
Total Agency Staff	1,198	1,377	1,506	1,329	1,107	1,213	1,180	1,472	1,452	1,624	1,736	1,580	1,594	1,528	1,561	1,526	1,458	1,724	1,211

	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	Average Apr-Jun 2017 WTE	Average Jul 2017 WTE	Average Aug 2017 WTE	Average Sep 2017 WTE	Average Oct 2017 WTE	Average Nov 2017 WTE	Average Dec 2017 WTE	Average Jan 2018 WTE	Average Feb 2018 WTE	Average Mar 2018 WTE	Average Apr 2018 WTE
Consultants	7	9	7	10	11	14	14	13	14	16	16	13	13	15	13	12	10	12	10
Medical Staff	22	30	41	38	28	33	28	26	25	20	24	28	30	40	41	37	37	37	27
Nursing	124	118	113	101	86	92	99	140	135	141	148	137	128	129	134	145	162	162	116
Other Clinical	8	8	10	12	10	9	7	8	8	6	6	7	8	7	6	5	4	8	6
Non Clinical	21	16	13	11	11	13	6	2	1	1	2	1	0	2	1	0	0	0	0
Total Agency Staff	183	180	183	172	146	161	155	155	184	185	196	185	179	192	194	198	213	219	160

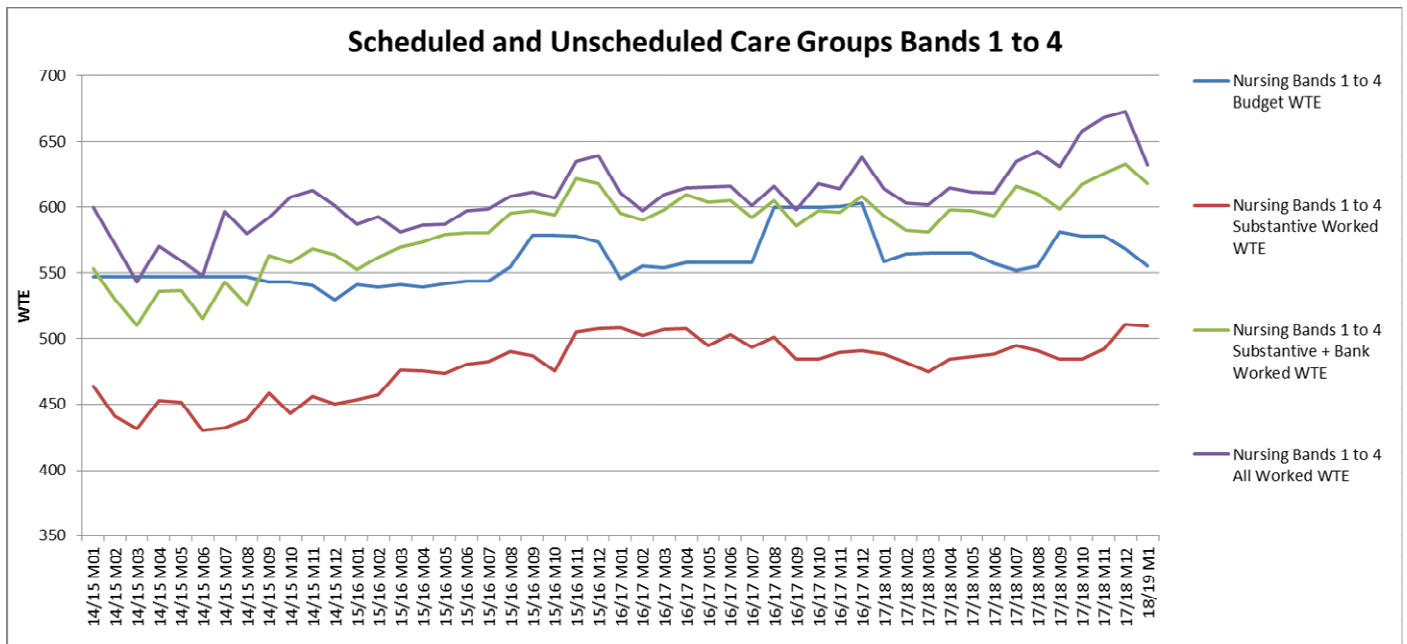
## Bank Usage

	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	Average Apr-Jun 2017 £000's	Average Jul 2017 £000's	Average Aug 2017 £000's	Average Sep 2017 £000's	Average Oct 2017 £000's	Average Nov 2017 £000's	Average Dec 2017 £000's	Average Jan 2018 £000's	Average Feb 2018 £000's	Average Mar 2018 £000's	Average Apr 2018 £000's
Nursing	522	533	625	738	524	557	581	584	649	625	668	618	594	683	702	592	778	638	890
Other Clinical	32	37	38	39	45	45	30	29	28	28	36	40	37	30	34	28	27	29	38
Non Clinical	127	150	130	135	154	154	140	119	108	118	111	137	110	108	110	89	112	108	169
Total Bank Staff	681	720	794	912	723	756	751	732	786	772	815	795	741	821	846	709	917	776	1,098

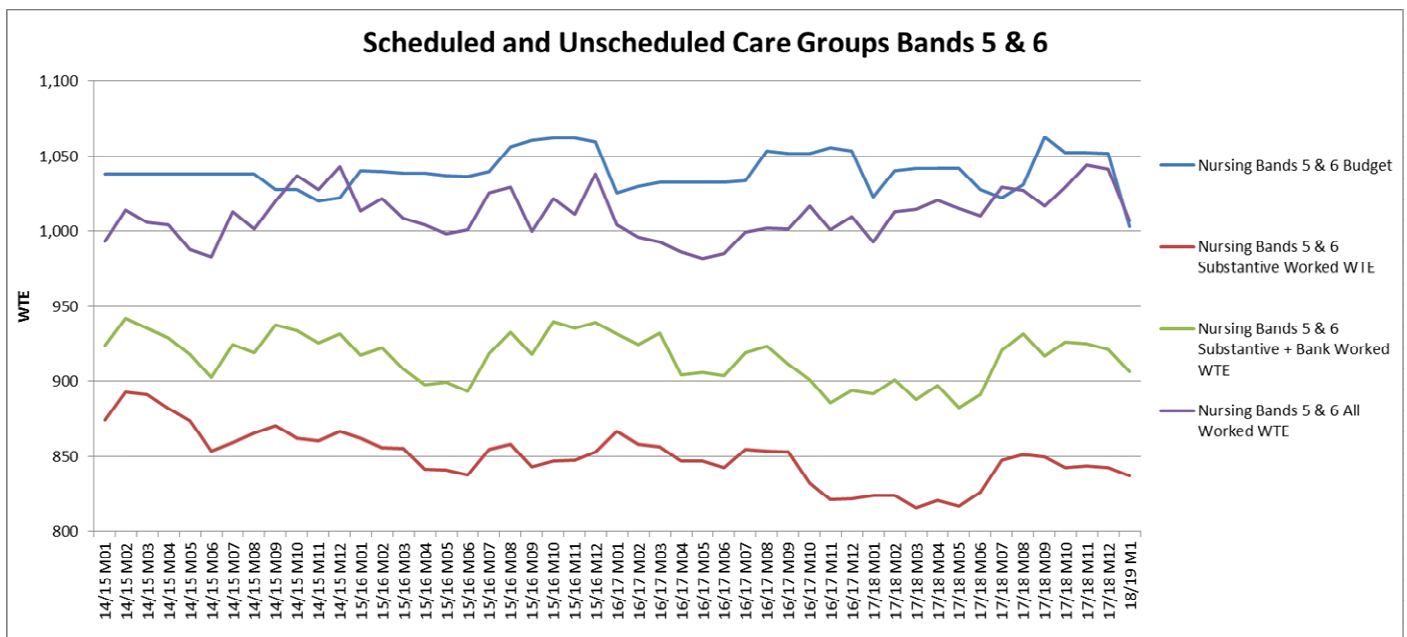
	Average Jan - Mar 2015 WTE	Average Apr-Jun 2015 WTE	Average Jul-Sep 2015 WTE	Average Oct-Dec 2015 WTE	Average Jan-Mar 2016 WTE	Average Apr-Jun 2016 WTE	Average Jul-Sep 2016 WTE	Average Oct-Dec 2016 WTE	Average Jan-Mar 2017 WTE	Average Apr-Jun 2017 WTE	Average Jul 2017 WTE	Average Aug 2017 WTE	Average Sep 2017 WTE	Average Oct 2017 WTE	Average Nov 2017 WTE	Average Dec 2017 WTE	Average Jan 2018 WTE	Average Feb 2018 WTE	Average Mar 2018 WTE	Average Apr 2018 WTE
Nursing	204	177	178	192	225	167	167	182	182	196	193	204	196	184	214	217	194	230	232	194
Other Clinical	11	10	12	12	12	10	10	12	11	10	12	13	16	15	12	11	10	10	12	11
Non Clinical	66	60	69	63	71	71	71	72	66	49	46	55	61	50	45	50	45	50	62	61
Total Bank Staff wte	281	247	258	266	308	248	248	265	259	256	252	273	273	249	271	278	250	290	296	265

## Nursing spending - Scheduled and Unscheduled Care Groups

### Unqualified

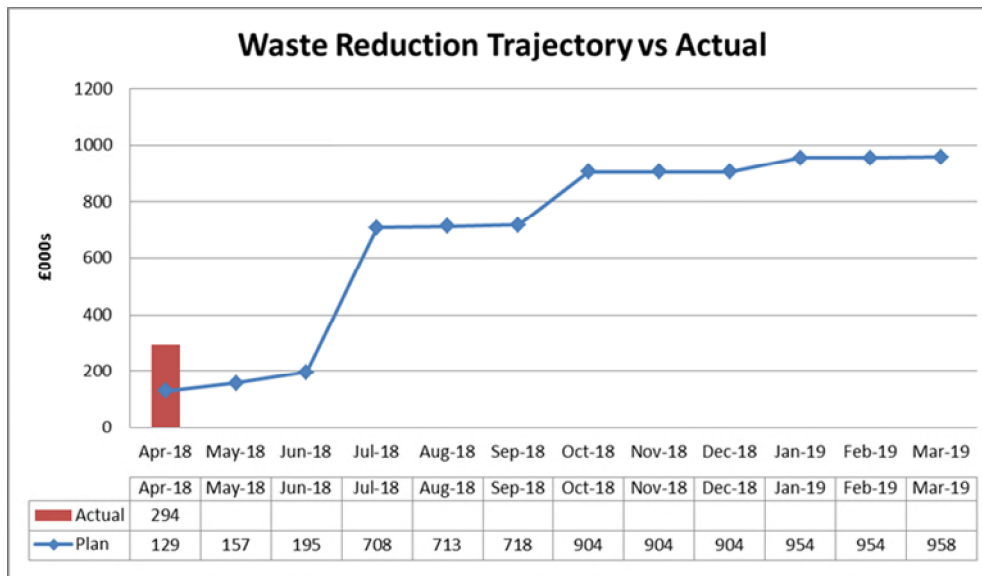


### Qualified



## Waste Reduction Programme

### Key Messages



In month there is an over performance against plan of £0.165 million due to the earlier than anticipated closure of escalation spaces.

### Scheme Analysis

Waste Reduction Savings Programme 2018_19											
Objective	Scheme	PYE Waste Reduction Schemes	Plan YTD	Actual YTD	Variance against plan YTD	FYE Waste Reduction Schemes	PYE Identified	PYE Shortfall	FYE Identified	FYE Shortfall	RAG PYE Achievement
30	Procurement Savings	1,300	100	80	(20)	1,400	787	(513)	953	(447)	A
22 30	Unavailability	960	19	44	25	1,280	482	(478)	482	(798)	A
30	W&C's Addressing Income Reduction	1,084	0	0	0	1,400	0	(1,084)	0	(1,400)	R
30	Radiology Addressing Income Reduction	416	0	0	0	600	0	(416)	0	(600)	R
23 24 30	Theatres	750	0	9	9	1,000	109	(641)	109	(891)	RA
10 30	Ophthalmology Consolidation	50	0	0	0	100	33	(17)	100	0	A
30	Corporate Services 1 E&F	172	3	4	1	172	130	(42)	185	13	AG
30	Housekeeping - 2 % savings	1,250	0	11	11	2,000	548	(702)	552	(1,448)	RA
1 2 3	Reduce Escalation by 1st July	700	0	91	91	1,400	1,309	609	1,386	(14)	A
22 30	Nurse Agency premium mgt - Tier 1 Oct	1,550	0	46	46	3,100	824	(726)	925	(2,175)	A
23 30	WLI Review £150 to NHSI cap rate £120	150	0	0	0	450	0	(150)	0	(450)	R
30	Drug Spend - £7.2 million - 5 per cent	180	0	0	0	360	0	(180)	0	(360)	R
30	Corporate Services 2	328	7	10	3	328	80	(248)	80	(248)	RA
Total		8,890	129	294	165	13,590	4,302	(4,588)	4,772	(8,818)	A
Assumed Slippage		(692)						692			
Target		8,198	129	294	165	13,590	4,302	(3,896)	4,772	(8,818)	A

## Summary

Against the YTD plan of £0.129 million, £0.294 million has been delivered in month, an over performance of £0.165 million.

In month 1 the Trust has made considerable efforts to reduce the number of open escalation spaces and as a result have delivered in month savings where none were anticipated until July 2018. All other schemes delivered to plan with the exception of procurement where additional schemes are being explored to address this shortfall.

Although there is an over performance in month 1, the Trust is aware of the significantly higher targets in Q2-Q4 and a monthly multi disciplinary waste reduction group has been established to monitor each of the schemes and identify any additional schemes to ensure delivery of the £8.198 million part year effect target.



**Statement of Financial Position**

	<b>March 18</b> <b>£000s</b>	<b>April 18</b> <b>£000s</b>	<b>Variance to</b> <b>March 18</b> <b>£000s</b>
Property, Plant and Equipment	154,334	153,760	(574)
Intangible Assets	3,118	3,038	(80)
Trade and Other Receivables	1,370	63	(1,307)
<b>Total Non Current Assets</b>	<b>158,822</b>	<b>156,861</b>	<b>(1,961)</b>
Inventories	7,769	7,617	(152)
Trade and Other Receivables	18,610	21,885	3,275
Cash and Cash Equivalents	1,700	8,135	6,435
<b>Total Current Assets</b>	<b>28,079</b>	<b>37,637</b>	<b>9,558</b>
Trade and Other Payables	(28,183)	(38,311)	(10,128)
DOH loans	(15,200)	(15,200)	0
Provisions	(532)	(537)	(5)
Other liabilities - Deferred Income	(1,166)	(1,141)	25
<b>Total Current Liabilities</b>	<b>(45,081)</b>	<b>(55,189)</b>	<b>(10,108)</b>
<b>Net Current Assets/Liabilities</b>	<b>(17,002)</b>	<b>(17,552)</b>	<b>(550)</b>
<b>Total Assets less Current Liabilities</b>	<b>141,820</b>	<b>139,309</b>	<b>(2,511)</b>
DOH loans	(24,209)	(24,209)	0
Provisions	(159)	(155)	4
<b>Total Assets Employed</b>	<b>117,452</b>	<b>114,945</b>	<b>(2,507)</b>
<b>Financed by:</b>			
Public dividend capital	201,372	201,372	0
Income and expenditure reserve	(111,643)	(114,150)	(2,507)
Revaluation reserve	27,723	27,723	0
<b>Total Taxpayers' Equity</b>	<b>117,452</b>	<b>114,945</b>	<b>(2,507)</b>