

# Performance Report Month 05

Trust Board  
27<sup>th</sup> September 2018



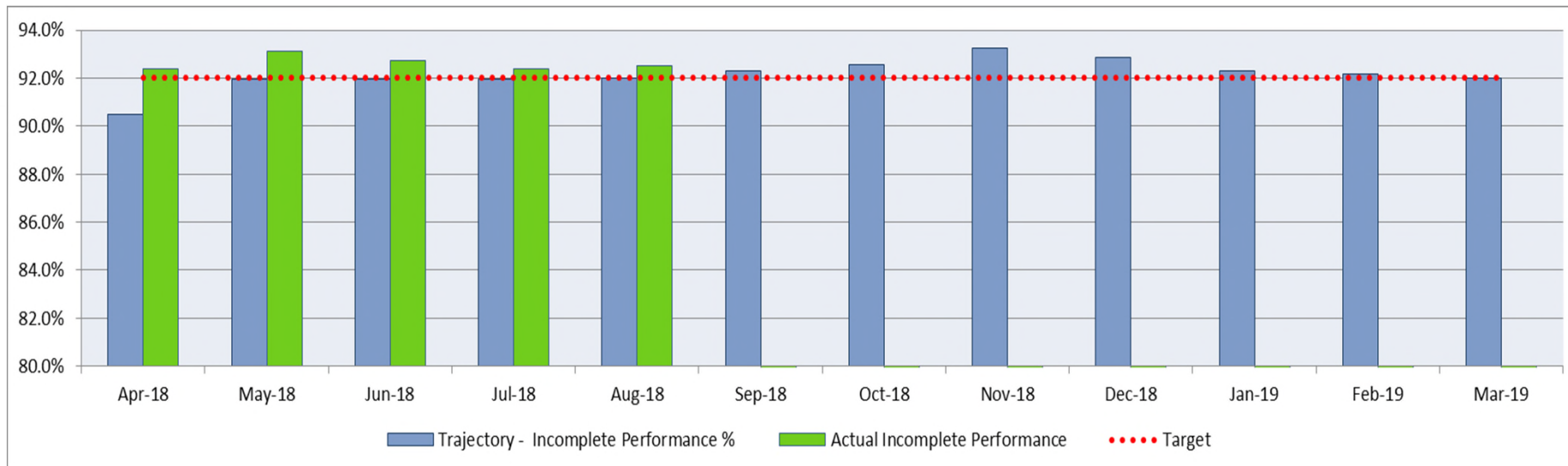
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RTT



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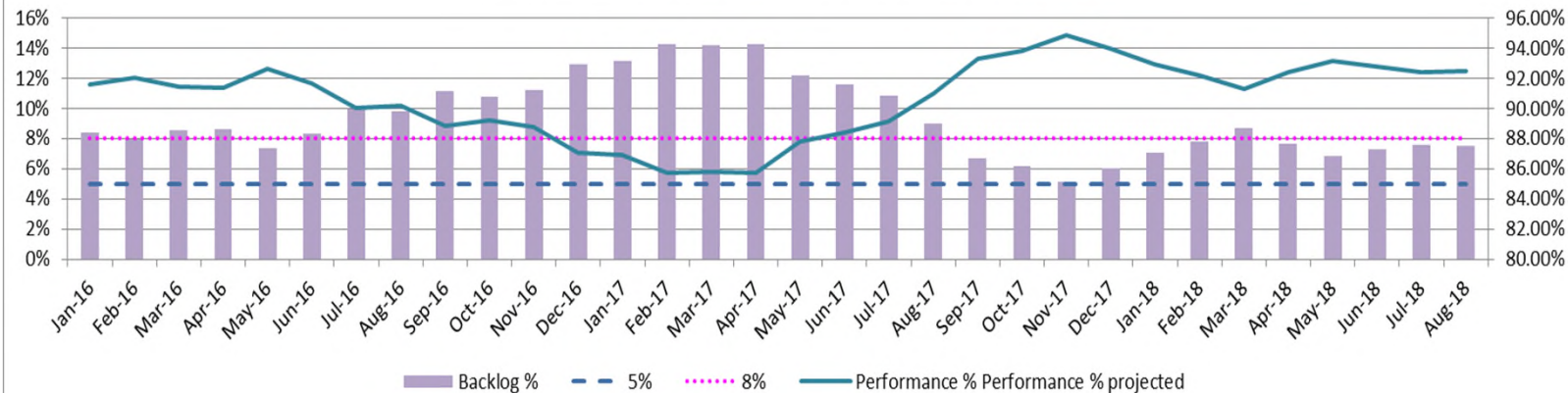
# Elective Activity - RTT 2018/2019 Trajectory



	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	1096	1168	1229	1223							
Referral to treatment Incompletes Actual - Total patients	15827	15981	16106	16185	16339							
Actual Incomplete Performance	92.4%	93.1%	92.7%	92.4%	92.5%							

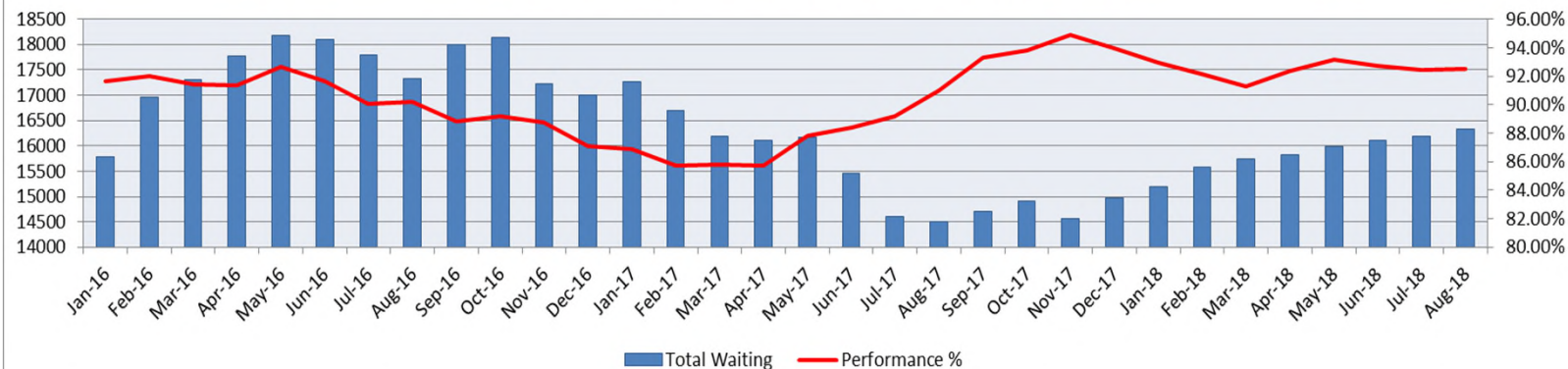
# RTT Summary August 2018

## Backlog as a percentage of the waiting list



August's RTT performance was 92.51% against a trajectory of 92.0%.

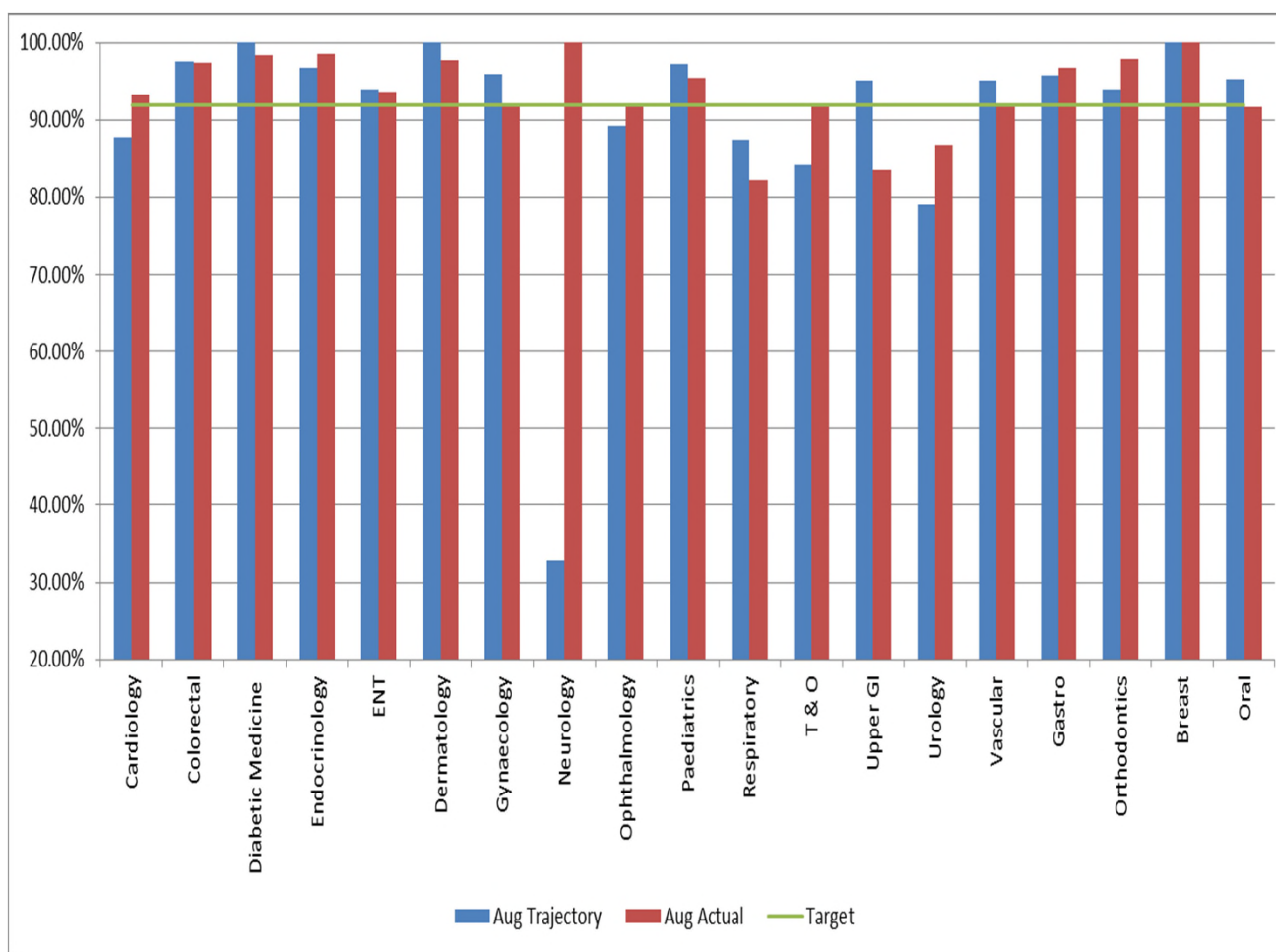
## Total Waiting List Vs 18 Weeks Performance



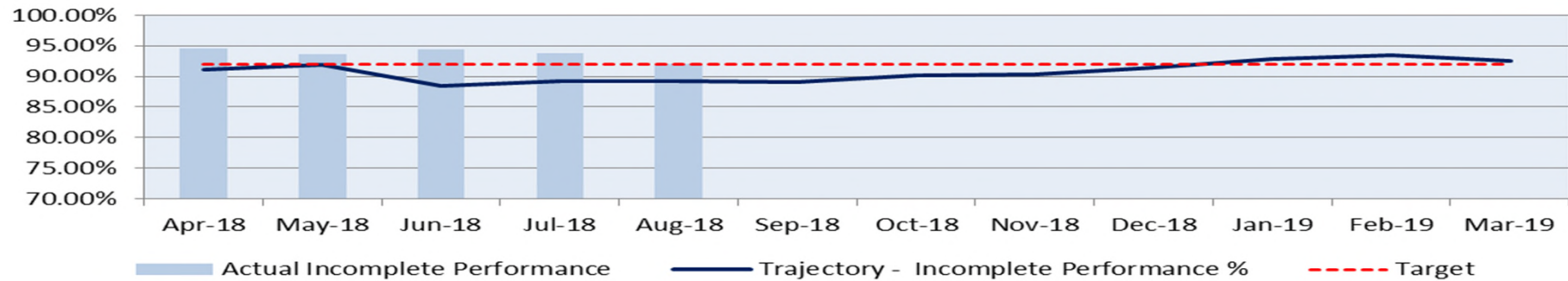
As long as the RTT backlog is between 5% and 8% of total RTT waiting list size then the Trust will deliver the RTT target.

# Speciality Performance Against Trajectory Combined

Specialty	Aug Trajectory	Aug Actual	Variance
Cardiology	87.68%	93.27%	5.59%
Colorectal	97.60%	97.44%	-0.16%
Diabetic Medicine	100.00%	98.33%	-1.67%
Endocrinology	96.82%	98.60%	1.78%
ENT	93.96%	93.63%	-0.33%
Dermatology	100.00%	97.75%	-2.25%
Gynaecology	95.87%	91.62%	-4.25%
Neurology	32.79%	100.00%	67.21%
Ophthalmology	89.20%	92.11%	2.91%
Paediatrics	97.31%	95.39%	-1.92%
Respiratory	87.45%	82.21%	-5.24%
T & O	84.08%	91.81%	7.73%
Upper GI	95.06%	83.44%	-11.62%
Urology	79.14%	86.76%	7.62%
Vascular	95.06%	92.08%	-2.98%
Gastro	95.83%	96.78%	0.95%
Orthodontics	93.98%	97.94%	3.96%
Breast	100.00%	100.00%	0.00%
Oral	95.23%	91.67%	-3.56%
<b>Total Incompletes</b>	<b>15600</b>	<b>16339</b>	<b>739</b>
<b>&lt;18</b>	<b>14350</b>	<b>15116</b>	<b>766</b>
<b>BACKLOG</b>	<b>1250</b>	<b>1223</b>	<b>-27</b>
<b>Total Performance</b>	<b>91.99%</b>	<b>92.51%</b>	<b>0.53%</b>

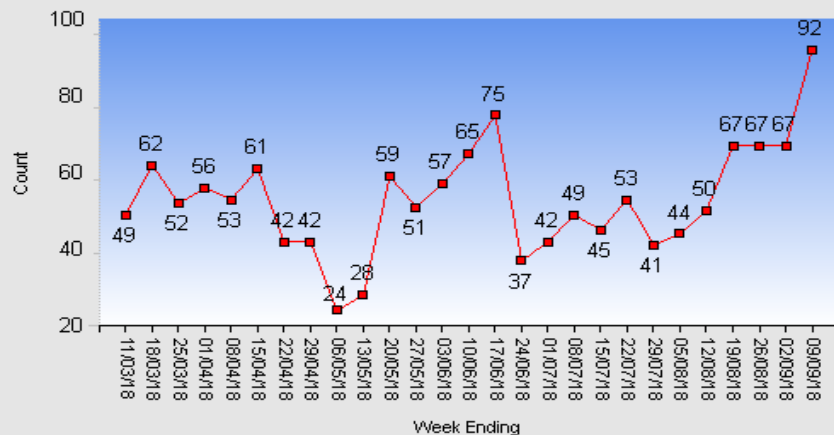


# RTT - Ophthalmology

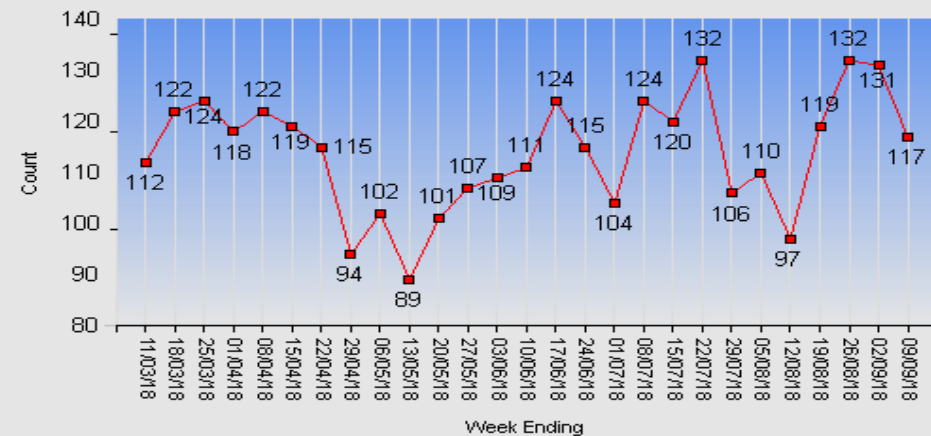


Ophthalmology	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
Referral to treatment Incompletes Trajectory - >18 weeks	240	219	303	282	285	274	241	217	187	156	143	165
Referral to treatment Incompletes Trajectory - Total patients	2693	2719	2633	2614	2643	2512	2470	2244	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	165	145	153	202							
Referral to treatment Incompletes Actual - Total patients	2383	2551	2551	2471	2561							
Actual Incomplete Performance	94.59%	93.53%	94.32%	93.81%	92.11%							
Target	92.00%	92.00%	92.00%	92.00%	92.00%	92.00%	92.00%	92.00%	92.00%	92.00%	92.00%	92.00%

Non-Admitted Backlog Count ( Last 26 Weeks )

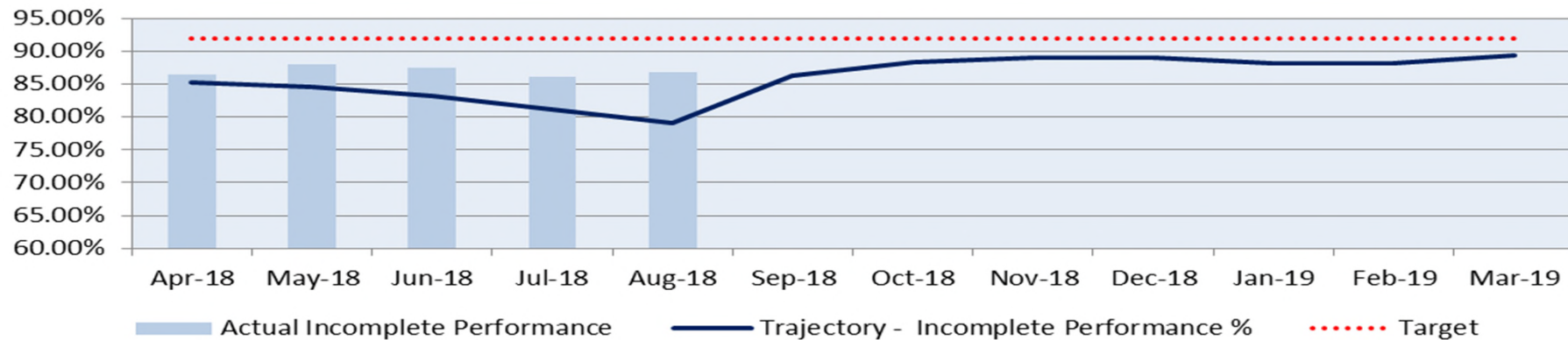


Admitted Backlog Count ( Last 26 Weeks )



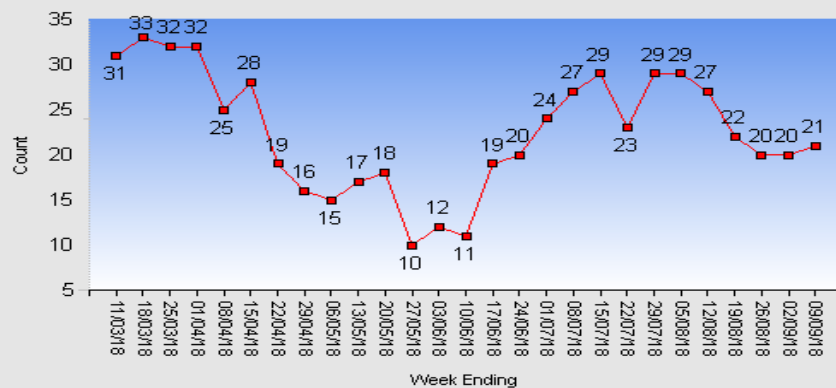


# RTT – Urology

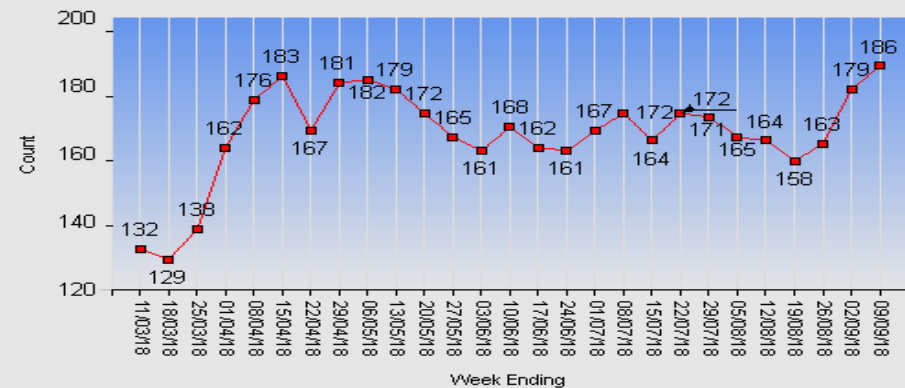


Urology	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
Referral to treatment Incompletes Trajectory - >18 weeks	190	198	212	229	257	172	140	138	162	174	168	166
Referral to treatment Incompletes Trajectory - Total patients	1289	1280	1264	1211	1233	1256	1202	1264	1467	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	175	187	199	189							
Referral to treatment Incompletes Actual - Total patients	1452	1468	1489	1426	1427							
Actual Incomplete Performance	86.50%	88.08%	87.44%	86.04%	86.76%							
Target	92.00%	92.00%	92.00%	92.00%	92.00%	92.00%	92.00%	92.00%	92.00%	92.00%	92.00%	92.00%

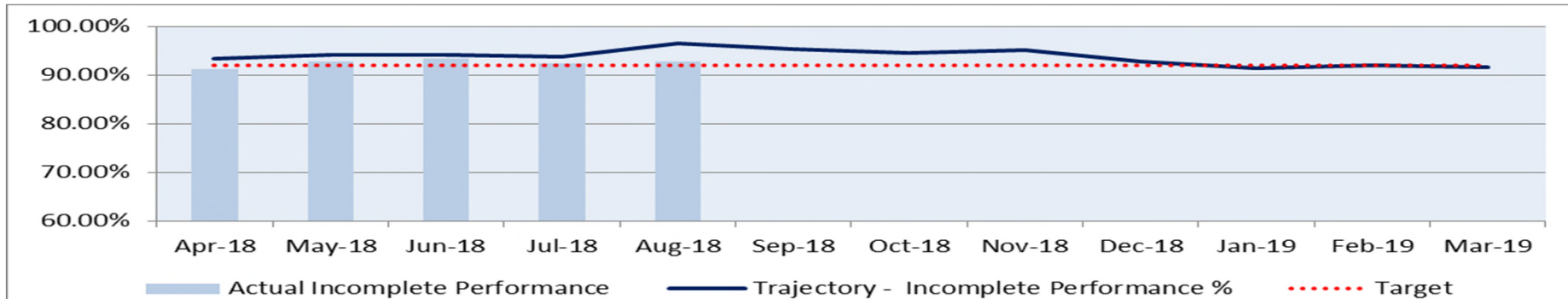
Non-Admitted Backlog Count ( Last 26 Weeks )



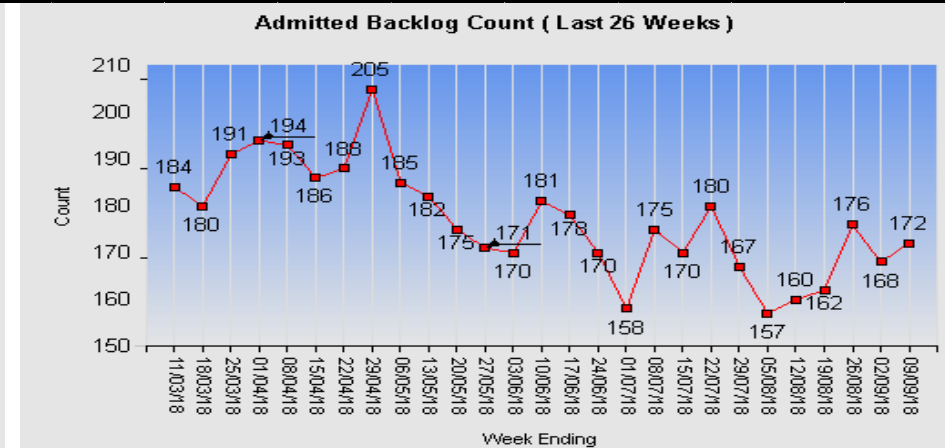
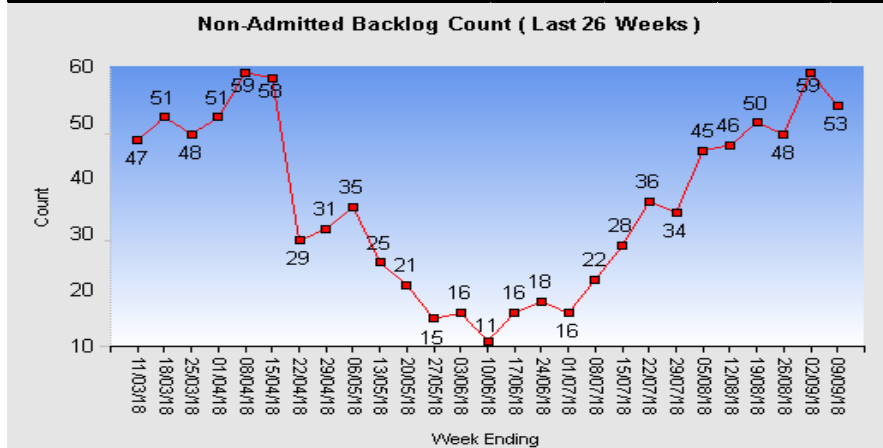
Admitted Backlog Count ( Last 26 Weeks )



# RTT – General Surgery



General Surgery	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	161	144	143	151	85	118	141	154	168	212	203	223
Referral to treatment Incompletes Trajectory - Total patients	2455	2457	2410	2440	2455	2507	2554	3210	2355	2460	2504	2630
Trajectory - Incomplete Performance %	93.42%	94.12%	94.06%	93.81%	96.54%	95.30%	94.48%	95.21%	92.86%	91.37%	91.90%	91.52%
Referral to treatment Incompletes Actual - >18 weeks	226	181	173	196	187							
Referral to treatment Incompletes Actual - Total patients	2572	2528	2598	2576	2583							
Actual Incomplete Performance	91.21%	92.84%	93.34%	92.39%	92.76%							
Target	92.00%	92.00%	92.00%	92.00%	92.00%	92.00%	92.00%	92.00%	92.00%	92.00%	92.00%	92.00%





# Projected RTT Performance – September 2018

## Admitted Incomplete Pathways

Cohort	Open Clocks		Performance %
	Total Open Clocks	C 18+ Wks	
<b>Reporting Specialty</b>			
Cardiology	82	16	80.49
Cardiothoracic Surgery	1		100.00
Dermatology	3		100.00
Ear, Nose & Throat (ENT)	264	71	73.11
Gastroenterology	6		100.00
General Medicine	16	2	87.50
General Surgery	706	159	77.48
Geriatric Medicine	2		100.00
Gynaecology	231	45	80.52
Neurology	1		100.00
Neurosurgery			
Ophthalmology	654	116	82.26
Oral Surgery	207	85	58.94
Other	129	10	92.25
Plastic Surgery			
Thoracic Medicine	17	4	76.47
Trauma & Orthopaedics	392	33	91.58
Urology	518	184	64.48
	<b>3,229</b>	<b>725</b>	<b>77.55</b>

## Non Admitted

Cohort	Open Clocks		Performance %
	Total Open Clocks	C 18+ Wks	
	525	45	91.43
	14	1	92.86
	745	18	97.58
	1808	73	95.96
	1249	41	96.72
	555	7	98.74
	1970	44	97.77
	254	20	92.13
	1171	88	92.49
	2		100.00
	1967	99	94.97
	800	7	99.13
	813	32	96.06
	608	108	82.24
	143	1	99.30
	998	16	98.40
	<b>13,622</b>	<b>600</b>	<b>95.60</b>

## Combined

Cohort	Open Clocks		Performance %
	Total Open Clocks	C 18+ Wks	
	607	61	89.95
	15	1	93.33
	748	18	97.59
	2072	144	93.05
	1255	41	96.73
	571	9	98.42
	2676	203	92.41
	256	20	92.19
	1402	133	90.51
	3		100.00
	2621	215	91.80
	1007	92	90.86
	942	42	95.54
	625	112	82.08
	535	34	93.64
	1516	200	86.81
	<b>16,851</b>	<b>1,325</b>	<b>92.14</b>

# Diagnostics



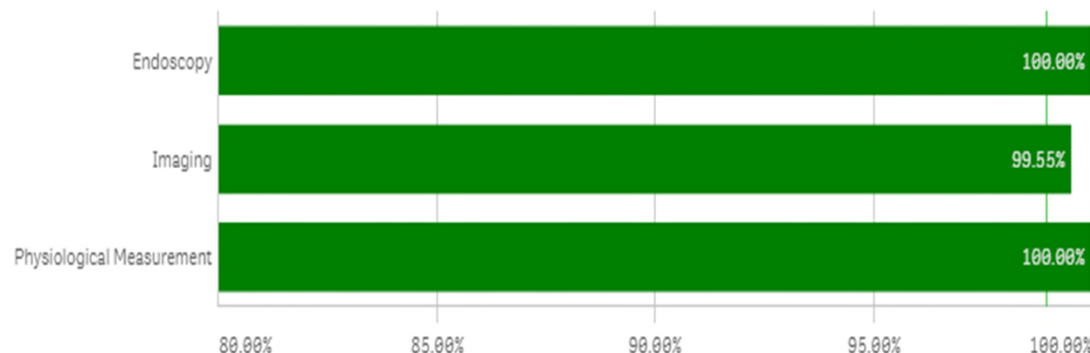
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# Diagnostic Waiting Times

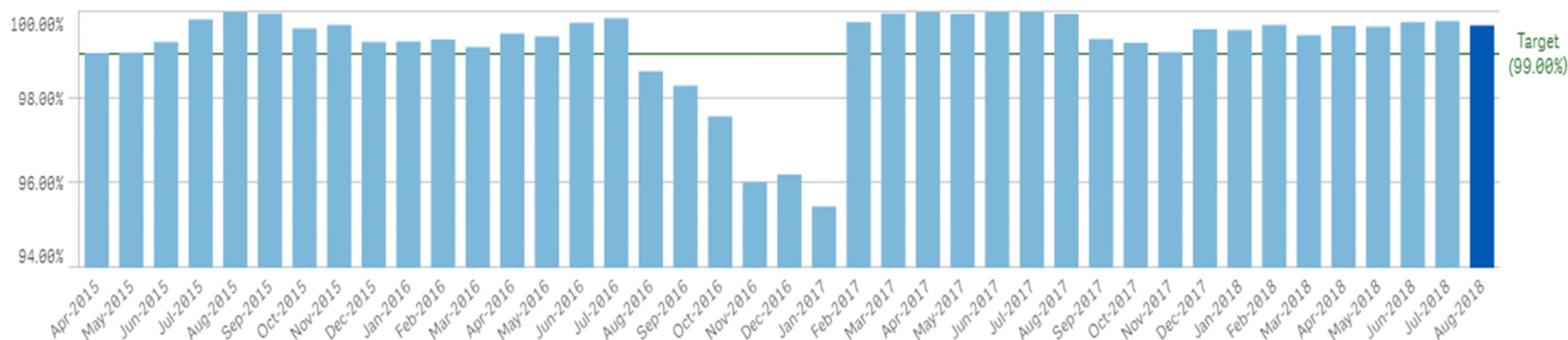
Aug-2018

% 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  
**99.66%** ✓ -0.09%  
 Previous Month Difference

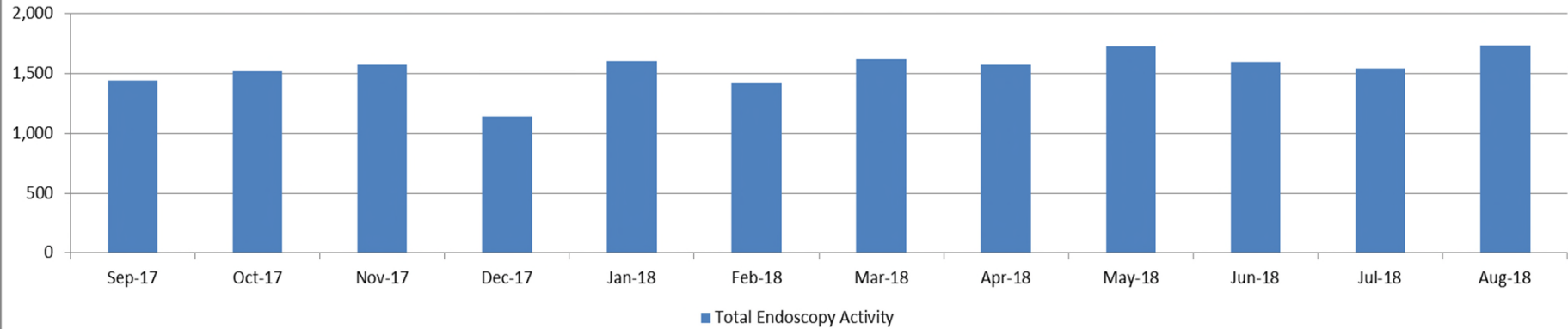


% of patients awaiting a diagnostic test, who have waited less than 6 weeks - monthly trend

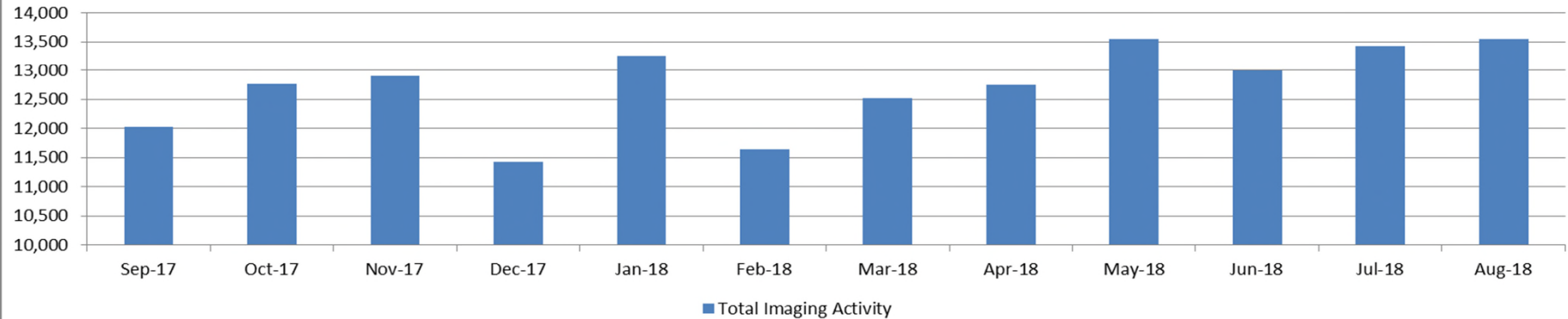


# DM01 – Activity Seen by Month

**DM01 - Endoscopy Activity Seen**



**DM01 - Imaging Activity Seen**

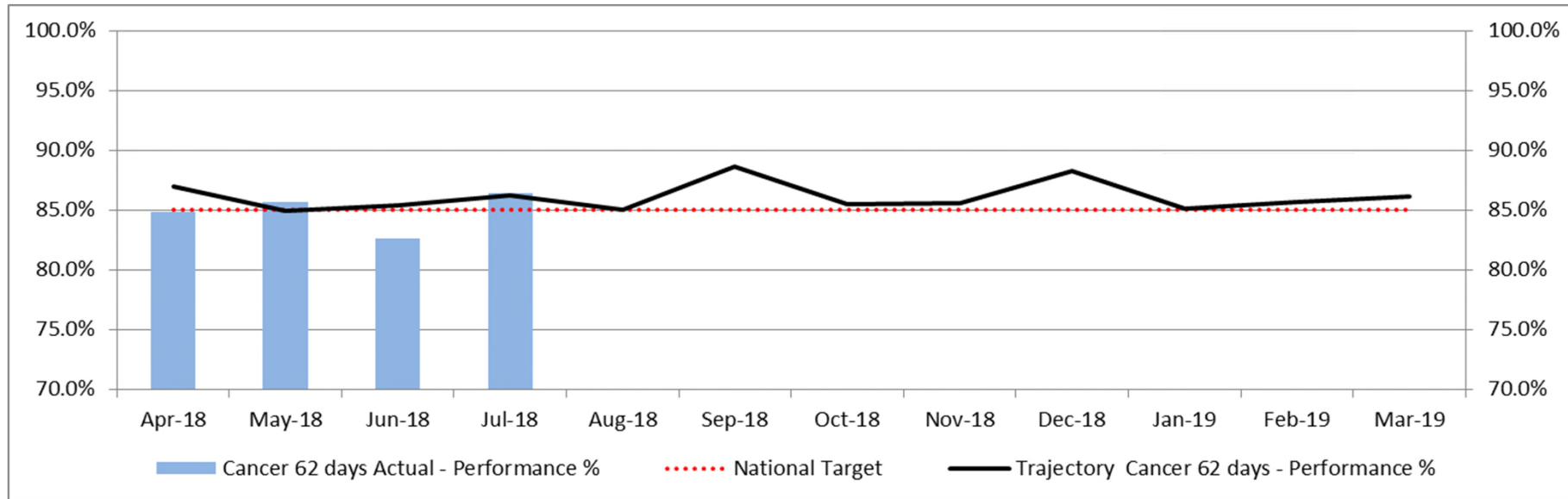


# Cancer



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# Cancer 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
Cancer 62 days - >62 days	15.0	17.0	19.0	17.5	19.5	14.0	17.0	19.0	15.0	18.0	16.5	17.0
Cancer 62 days - Total seen	115.0	113.0	130.0	127.0	130.0	123.0	117.0	132.0	128.0	121.0	115.0	123.0
Trajectory Cancer 62 days - Performance %	87.0%	85.0%	85.4%	86.2%	85.0%	88.6%	85.5%	85.6%	88.3%	85.1%	85.7%	86.2%
Cancer 62 days Actual - >62 days	21.0	22.0	28.5	16.0								
Cancer 62 days Actual - Total seen	139	154	164	118								
Cancer 62 days Actual - Performance %	84.8%	85.7%	82.6%	86.4%								
National Target	85.0%	85.0%	85.0%	85.0%	85.0%	85.0%	85.0%	85.0%	85.0%	85.0%	85.0%	85.0%

July performance is 86.4% against a trajectory of 86.2%

August prediction as of 17.09.18 is 82.77%, validation ongoing. This is in comparison to Informatics forecast of 85%.



# Cancer Performance (Site Specific Performance)

Measure	Monthly Target %	January	February	March	April	May	June	July	SaTH YTD
62 days urgent ref to treatment	85	81.12%	84.60%	89.30%	84.84%	85.67%	82.60%	86.40%	84.54%
Brain	85	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Breast	85	100% 0/24	100% 0/14	96.00% 1/25	94.40% 1½/28	95.00% 1/20	92.70% 2/27½	100% 0/9	94.64%
Colorectal	85	80.60% 3/15½	57.10% 3/7	88.90% 1/9	78.80% 3½/17	81.80% 2/11	77.30% 5/22	88.90% 1½/13½	78.74%
Gynaecology	85	70.80% 3½/12	22.20% 3½/4½	73.30% 2/7½	100% 0/3	100% 0/8	66.70% 1½/4½	100% 0/7	93.75%
Haematology	85	100% 0/2	100% 0/10	100% 0/6	66.70% 2/6	40.00% 3/5	85.70% 1/7	100% 0/6	76.92%
Head & Neck	85	66.70% 1/3	100% 0/4	100% 0/4	60.00% 2/5	100% 0/7	100% 0/3	66.70% 1/3	79.59%
Lung	85	66.70% 2½/7½	76.50% 2/8½	58.80% 3½/8½	80.00% 2/11	76.90% 3/13	33.33% 7/10½	57.50% 4½/10½	67.03%
Skin	85	100% 0/24	100% 0/21	100% 0/21	100% 0/19	100% 0/27	100% 0/20	95.50% 1/22	98.97%
Upper GI	85	42.10% 5½/9½	66.70% 2/6	66.70% 2/6	70.00% 3/11	42.90% 3/9½	82.60% 2/11½	100% 0/2½	68.18%
Urology	85	69.20% 8/26	81.10% 7/37	92.90% 2/28	82.10% 7/39	73.90% 3/11½	81.30% 9/48	86.10% 5/36	82.64%

# Cancer Performance

## Reasons for deteriorating performance

- Capacity for CT scan reporting (21 days to report)
- Demand for 2ww and diagnostic procedures in urology
- Single handed urologist for laparoscopic work
- 31 and 62 day performance at risk due to lack of urology capacity.

## Actions to address

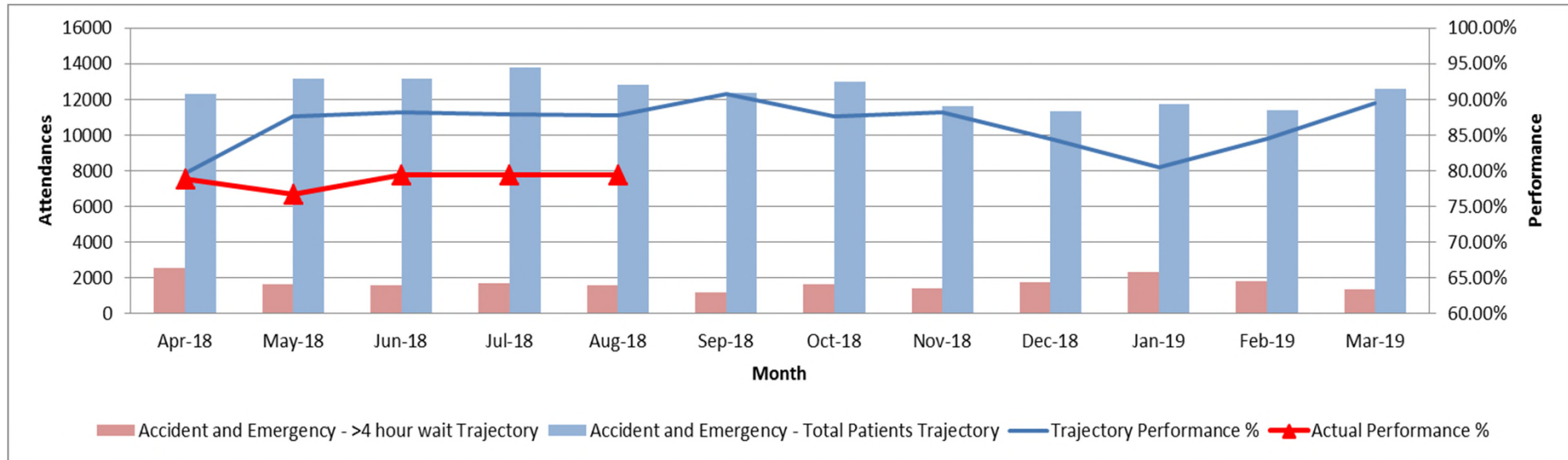
- Daily reporting and forecasting to identify any delays and capacity gaps
- Increasing outsourcing for CT scans
- Consultant Radiographer in post to support plain film reporting to release in house capacity for CT reporting
- Insourcing urology diagnostic capacity (TRUSB)
- Interviews for long term NHS locums for Urology to be held in September
- Business Case for robotic surgery currently being produced to attract substantive consultants for urology.

# Urgent Care Update



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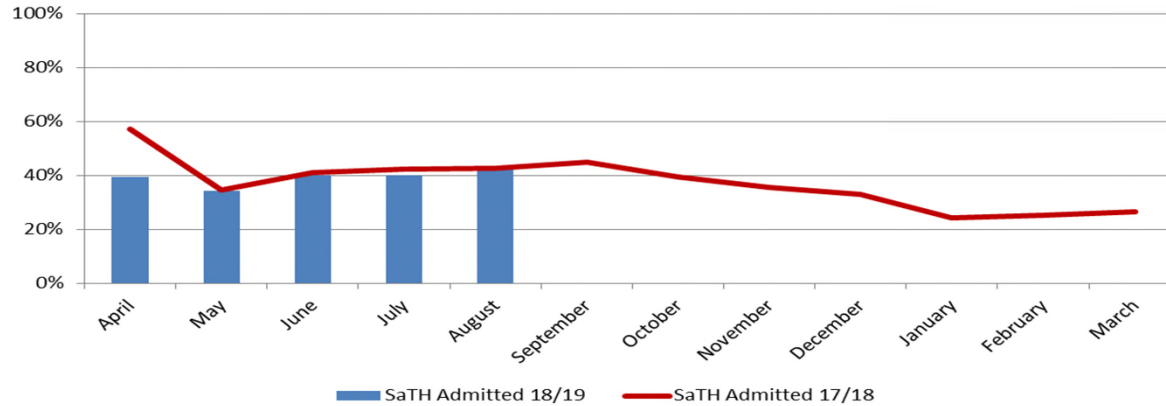
# A&E 2018-2019 Trust Trajectory



	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	3347	2929	3097	2829							
Accident and Emergency - Total Patients Actual	12633	14373	14190	15012	13715							
Actual Performance %	78.87%	76.71%	79.36%	79.37%	79.37%							

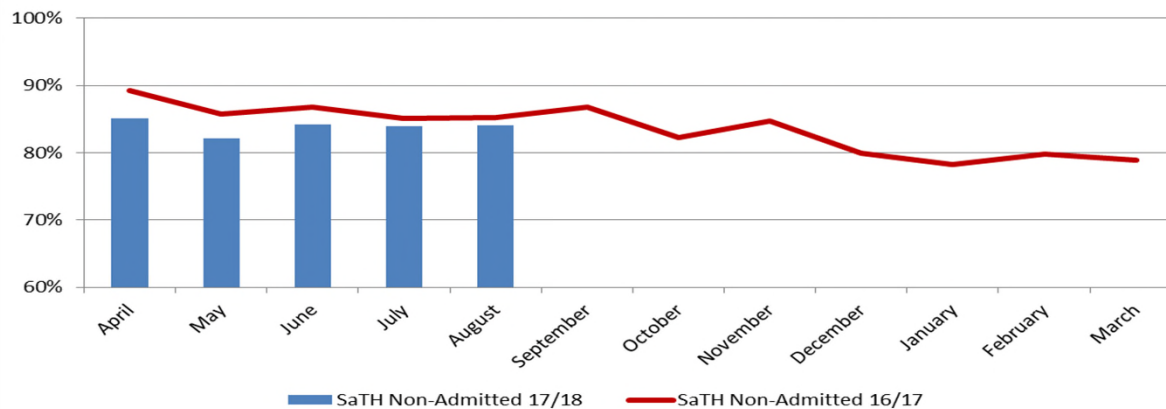
# A&E SaTH Admitted/Non-Admitted Performance

## SaTH Admitted Performance



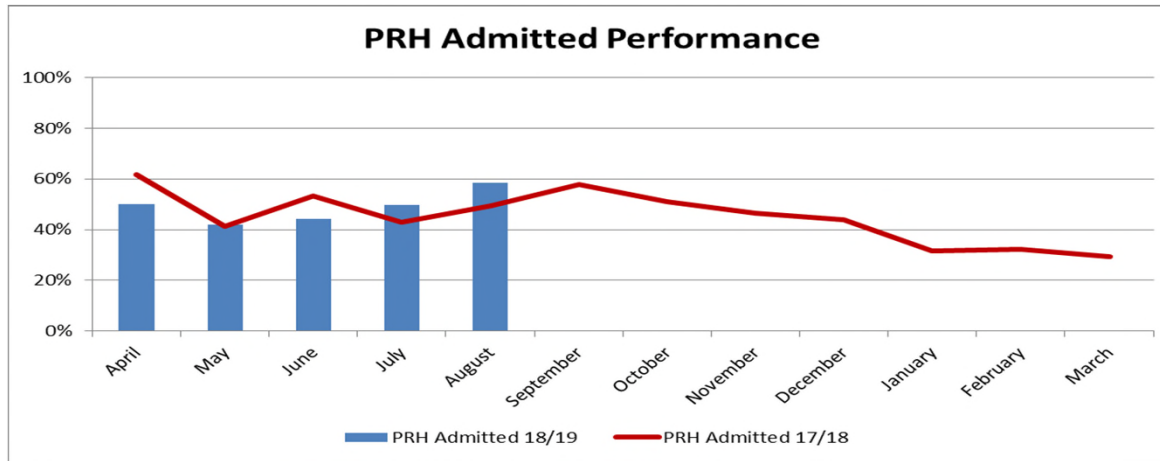
- SaTH ADM performance was up 0.3% in Aug-18 compared to Aug-17.

## SaTH Non-Admitted Performance

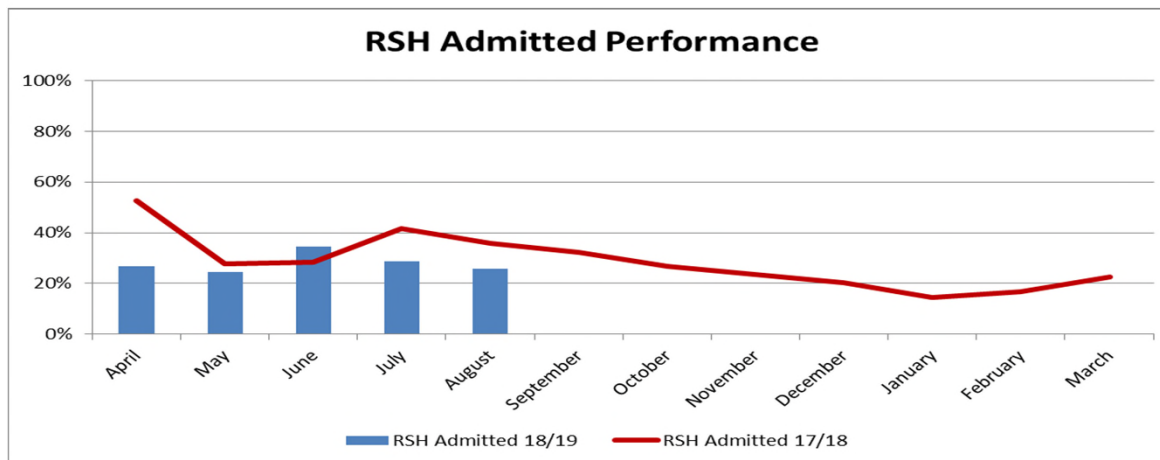


- SaTH NON-ADM performance down 1% in Aug-18 compared to Aug-17.

# A&E Admitted Attendances by Site



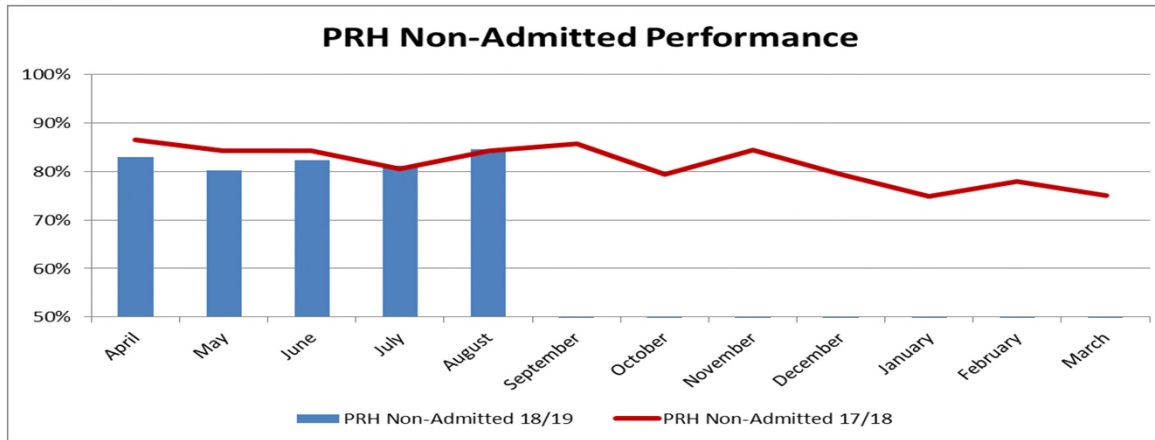
- PRH ADM performance is up 9.4% in Aug-18 compared to Aug-17.



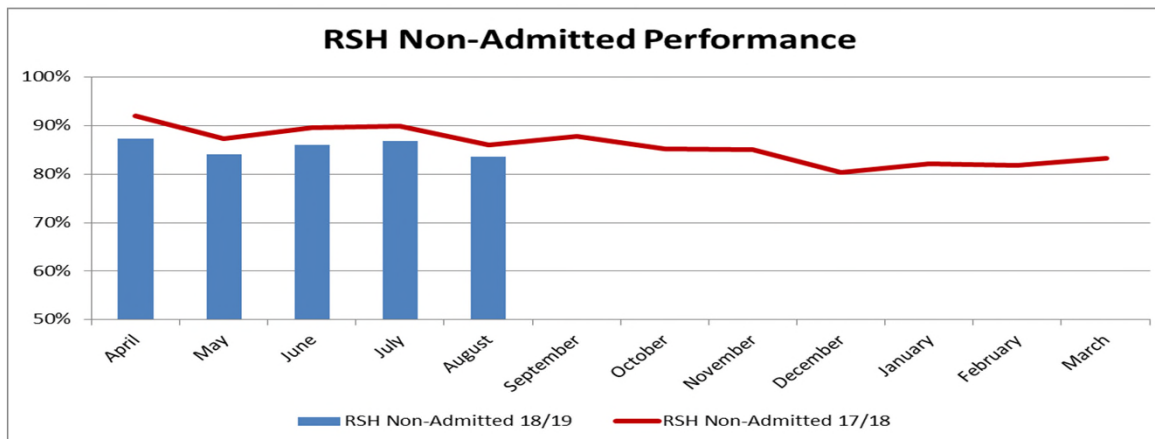
- RSH ADM performance down 10% in Aug-18 compared to Aug-17.



# A&E Non-Admitted Attendances by Site



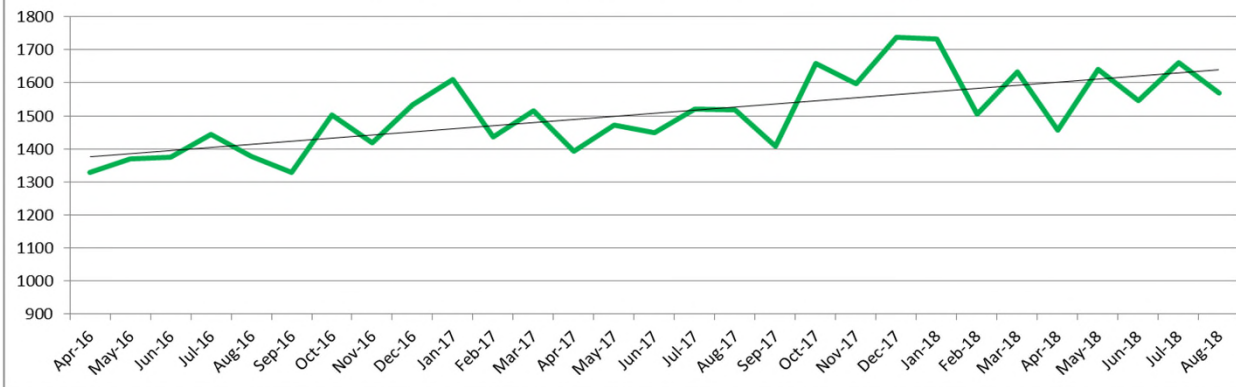
- PRH Non-ADM performance is up 0.25% in Aug-18 compared to Aug-17.



- RSH Non-ADM performance down 2.5% in Aug-18 compared to Aug-17.

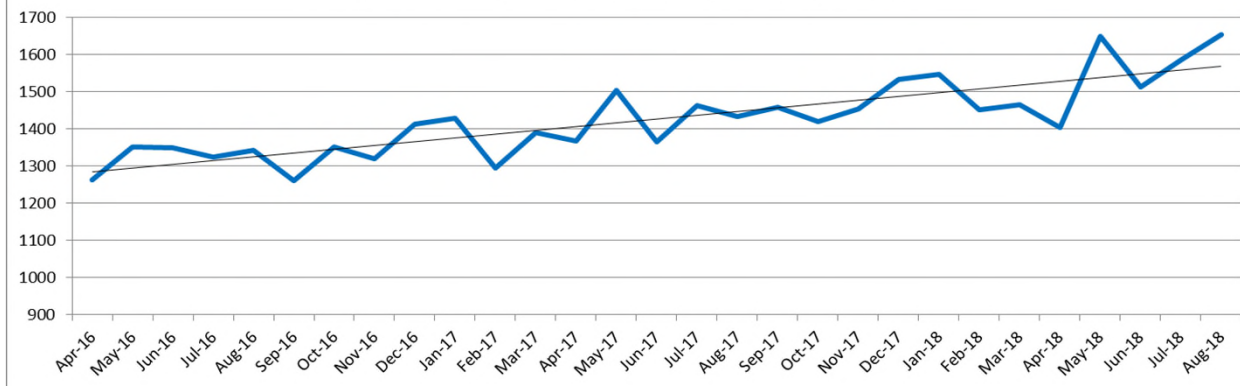
# A&E Arrivals via Ambulance

PRH A&E Arrivals via Ambulance by Month



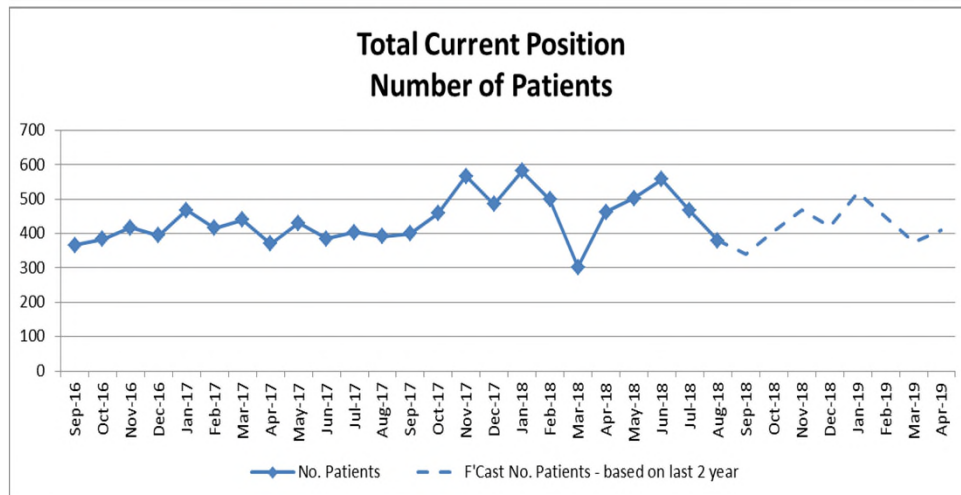
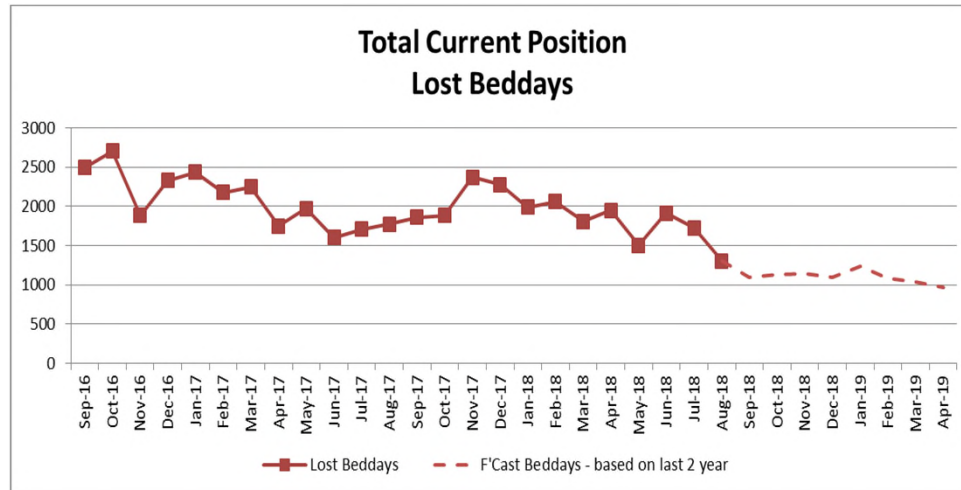
- At PRH ambulance arrivals were up 3.3% (50) in Aug-18 compared to Aug-17.
- Ambulance arrivals are up 7.1% (520) YTD.

RSH A&E Arrivals via Ambulance by Month



- At RSH ambulance arrivals were up 15.3% (220) in Aug-18 compared to Aug-17.
- Ambulance arrivals are up 9.4% (671) YTD.

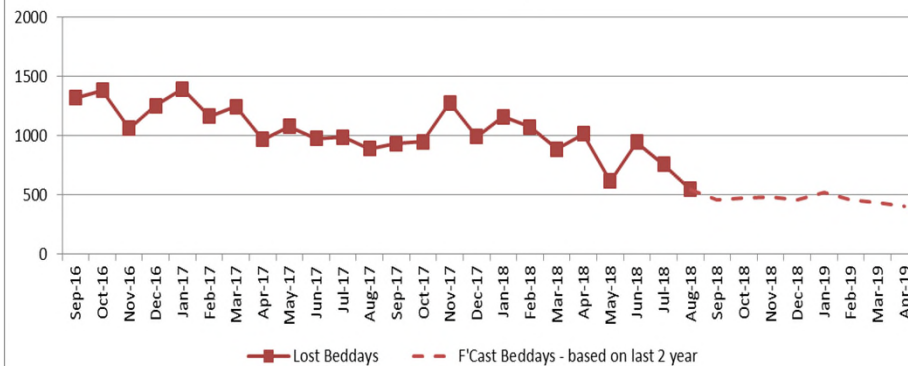
# MFFD



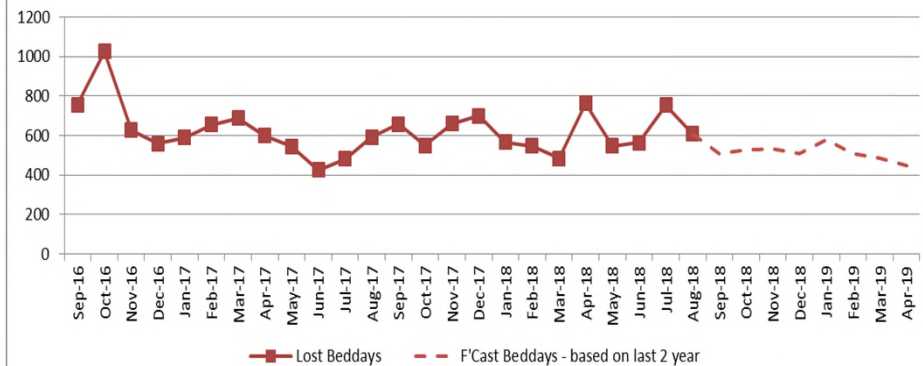
Discharge Month	No. Patients	Lost Beddays	Average Days on List	Avg Patients per week
Aug-16	394	2786	7	99
Sep-16	366	2491	7	92
Oct-16	384	2703	7	96
Nov-16	417	1886	5	104
Dec-16	394	2326	6	99
Jan-17	468	2434	5	117
Feb-17	415	2179	5	104
Mar-17	440	2247	5	110
Apr-17	370	1752	5	93
May-17	430	1971	5	108
Jun-17	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
May-18	502	1505	3	126
Jun-18	557	1915	3	139
Jul-18	467	1726	4	117
Aug-18	380	1303	3	95

# MFFD Lost Bed Days by CCG

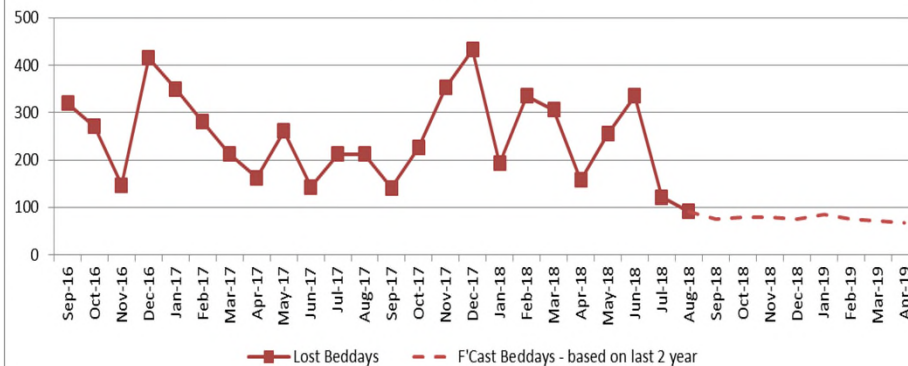
**SC Current Position  
Lost Beddays**



**TW Current Position  
Lost Beddays**

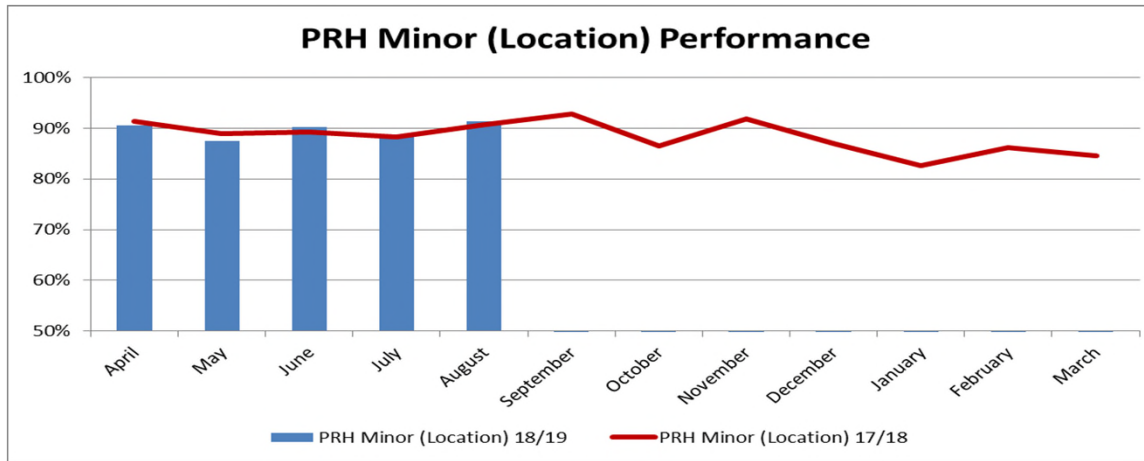


**Powys Current Position  
Lost Beddays**

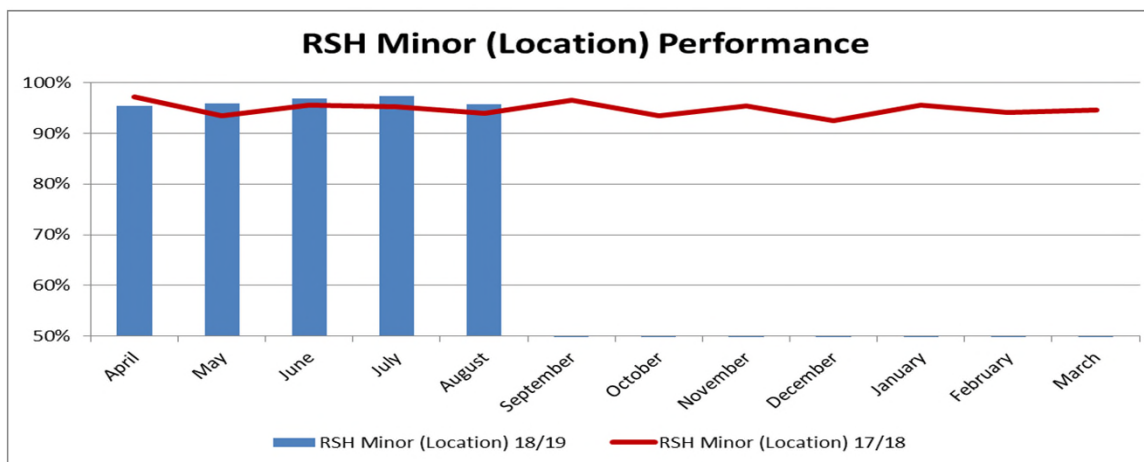


- **Lost bed days were down 26% (-467) when comparing Aug-18 to Aug-17.**
- **Shropshire down 38% (-342)**
- **Telford up 3% (16)**
- **Powys down 57% (-121)**

# A&E Minor Performance (Location) by Site



- PRH Minor (Location) attendance up 5% (187) in Aug-18 compared to Aug-17.
- PRH Minor (Location) breaches were down 1.7% (-6) in Aug-18 compared to Aug-17.
- PRH Minor (Location) performance is up 0.6% in Aug-18 compared to Aug-17.

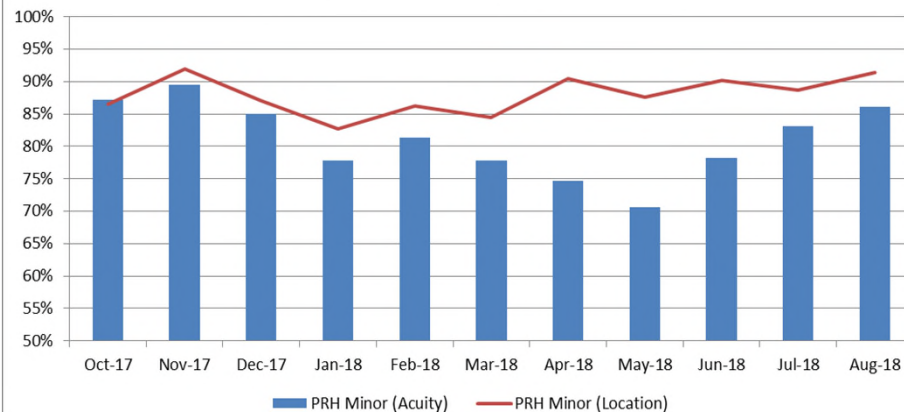


- RSH Minor (Location) attendance down 12.8% (-414) in Aug-18 compared to Aug-17.
- RSH Minor (Location) breaches were down 39% (-77) in Aug-18 compared to Aug-17.
- RSH Minor (Location) performance is up 1.8% in Aug-18 compared to Aug-17.

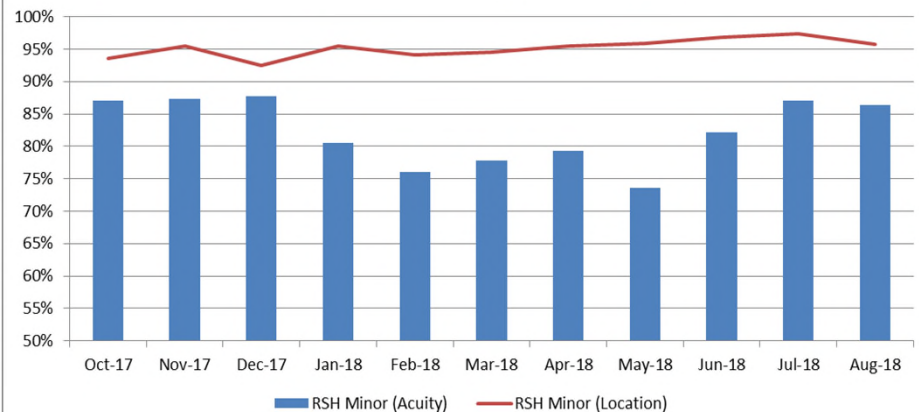
- YTD performance is 89.59% for PRH, 96.27% for RSH and 92.46% for SaTH

# A&E Minor Performance Location Vs. Acuity

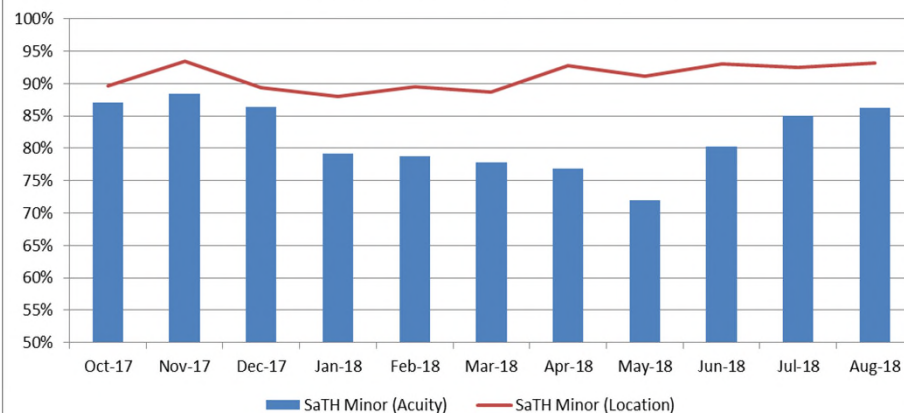
PRH Minors Acuity Vs. Location



RSH Minors Acuity Vs. Location



SaTH Minors Acuity Vs. Location



- Please note that minor performance based on location is not comparable to minor performance based on acuity. Acuity splits Paeds and Resus out into its own category.***

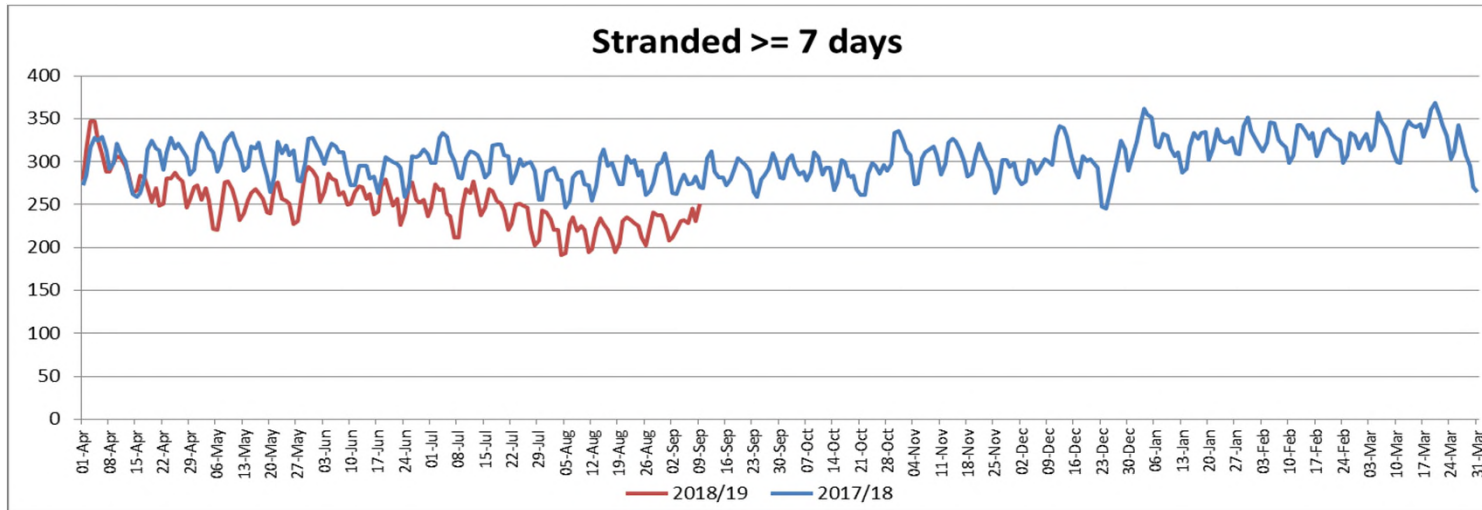


# Additional



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We Value **Respect**  
Together We **Achieve**

# Stranded Patients

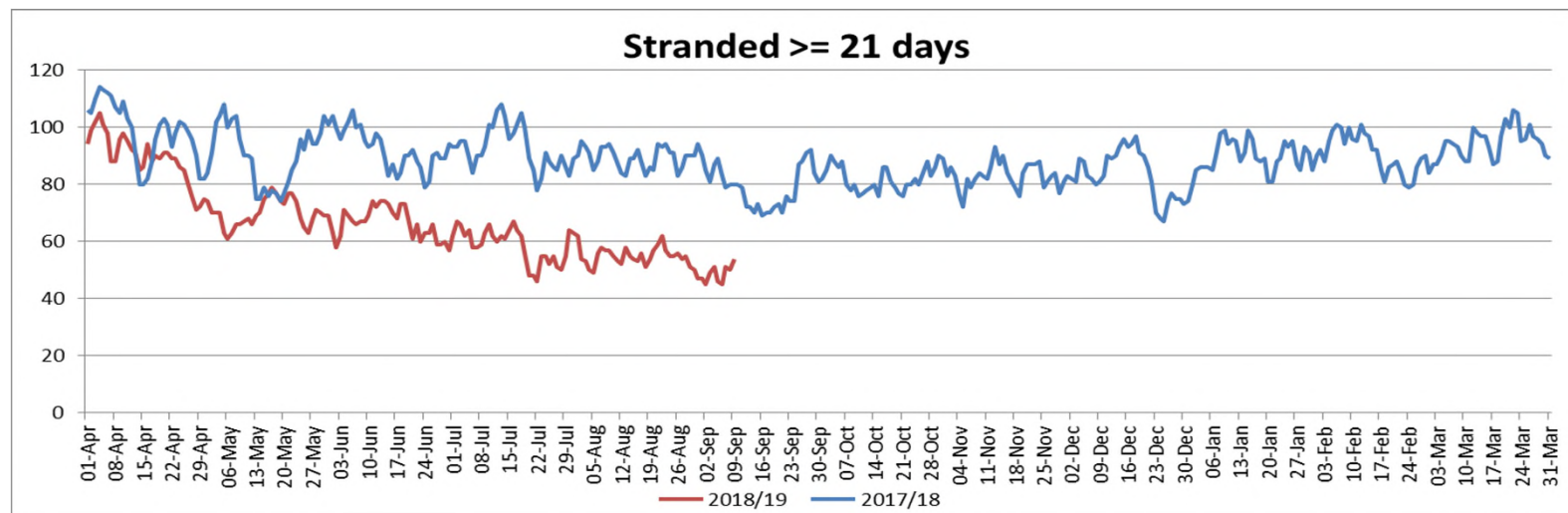


Stranded performance is displaying a 19% improvement in comparison to the same period last year.

Check Chase Challenge continues on both sites daily to continue to drive improvements

Super Stranded Performance is displaying a 39% improvement against the NHSE 21% improvement target.

All Super Stranded patients are case managed and discussed in a weekly escalation meeting



# Finance Report Month 5



Proud To **Care**  
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We Value **Respect**  
Together We **Achieve**

# Income & Expenditure – Overview YTD

	Annual	YTD		
	Financial Plan	Plan	Actual	Variance
	£000s	£000s	£000s	£000s
Income	355,007	149,142	149,446	304
Pay	(246,151)	(104,338)	(105,521)	(1,183)
Non-Pay & Reserves	(112,580)	(47,220)	(47,439)	(219)
<b>Total expenditure</b>	<b>(358,731)</b>	<b>(151,558)</b>	<b>(152,960)</b>	<b>(1,402)</b>
<b>EBITDA</b>	<b>(3,724)</b>	<b>(2,416)</b>	<b>(3,514)</b>	<b>(1,098)</b>
Finance Costs	(14,715)	(5,707)	(5,570)	137
<b>Surplus/(deficit) against Control Total pre PSF and Phased Spend</b>	<b>(18,439)</b>	<b>(8,123)</b>	<b>(9,084)</b>	<b>(961)</b>
Phased Spend	0	(1,333)	(1,333)	0
<b>Adjusted Surplus/(deficit) post Phased Spend</b>	<b>(18,439)</b>	<b>(9,456)</b>	<b>(10,417)</b>	<b>(961)</b>
<i>Provider Sustainability Funding (PSF)</i>	<i>9,824</i>	<i>2,784</i>	<i>1,950</i>	<i>(834)</i>
<b>Surplus/(deficit) against Control Total post Phased Spend and PSF</b>	<b>(8,615)</b>	<b>(6,672)</b>	<b>(8,467)</b>	<b>(1,795)</b>

At the end of August, five months into the 2018/19 financial year the Trust is reporting a year to date pre provider sustainability fund (PSF) deficit of £10.417m, £0.961m worse than plan.

Income is over performing by £0.304m, pay is overspent by £1.183m and non pay is under by £0.219m.

## Key Messages

- Year to date at the end of August the Trust is reporting a pre PSF deficit of £10.417m, £0.961m worse than plan.

# Income & Expenditure – Overview In Month

## Key Messages

- In the month of August 2018 an in month pre PSF deficit of £2.051m has been recorded against a plan of £1.471m, £0.579m worse than plan.

	In Month		
	Plan	Actual	Variance
	£000s	£000s	£000s
Income	30,944	30,961	17
Pay	(21,424)	(21,751)	(327)
Non-Pay & Reserves	(9,502)	(9,797)	(295)
<b>Total expenditure</b>	<b>(30,926)</b>	<b>(31,548)</b>	<b>(622)</b>
<b>EBITDA</b>	<b>18</b>	<b>(586)</b>	<b>(604)</b>
Finance Costs	(1,141)	(1,115)	26
<b>Surplus/(deficit) against Control Total pre PSF and Phased Spend</b>	<b>(1,123)</b>	<b>(1,702)</b>	<b>(579)</b>
Phased Spend	<b>(349)</b>	<b>(349)</b>	<b>0</b>
<b>Adjusted Surplus/(deficit) post Phased Spend</b>	<b>(1,472)</b>	<b>(2,051)</b>	<b>(579)</b>
<i>Provider Sustainability Funding (PSF)</i>	655	458	(197)
<i>Surplus/(deficit) against Control Total post Phased Spend and PSF</i>	<i>(817)</i>	<i>(1,593)</i>	<i>(776)</i>

Income is over performing by £0.017m, pay is overspent by £0.327m and non pay is over spent by £0.295m.

# Income & Expenditure – Care Group YTD

Care Group	Income/Pay/Non Pay	YTD Plan £000s	YTD Actual £000s	YTD Variance £000s
Income	Income	149,142	149,446	304
Scheduled Care	Pay	(35,255)	(35,680)	(425)
	Non-Pay	(9,271)	(9,656)	(384)
<b>Scheduled Care Total</b>		<b>(44,526)</b>	<b>(45,335)</b>	<b>(809)</b>
Unscheduled Care	Pay	(25,617)	(26,224)	(607)
	Non-Pay	(5,387)	(5,640)	(253)
<b>Unscheduled Care Total</b>		<b>(31,004)</b>	<b>(31,864)</b>	<b>(860)</b>
Womens & Childrens Care Group	Pay	(14,057)	(14,291)	(234)
	Non-Pay	(2,198)	(2,125)	72
<b>Women &amp; Childrens Total</b>		<b>(16,255)</b>	<b>(16,416)</b>	<b>(161)</b>
Support services	Pay	(13,131)	(13,182)	(51)
	Non-Pay	(3,111)	(3,836)	(725)
<b>Support services Total</b>		<b>(16,242)</b>	<b>(17,018)</b>	<b>(776)</b>
Corporate and Reserves	Pay	(16,279)	(16,144)	134
	Non-Pay	(27,253)	(26,182)	1,071
<b>Corporate and Reserves Total</b>		<b>(43,532)</b>	<b>(42,326)</b>	<b>1,205</b>
<b>Total Expenditure</b>		<b>(151,559)</b>	<b>(152,960)</b>	<b>(1,401)</b>
<b>EBITDA</b>		<b>(2,417)</b>	<b>(3,514)</b>	<b>(1,097)</b>
Finance Costs	Finance Costs	(5,707)	(5,570)	137
<b>Surplus/(deficit) against Control Total pre PSF and Phased Spend</b>		<b>(8,124)</b>	<b>(9,084)</b>	<b>(960)</b>

The table to the left details the year to date position by care group pre phased spend.

As you can see the key headlines are:

- Scheduled care is overspent by £0.809m – this is due to increased costs associated with DSU, waiting list payments particularly within Urology and Gastroenterology and non pay expenditure within blood products and drugs.
- Unscheduled care is overspent by £0.860m – this is namely due to an increase in ED staffing and an increase in fill rate.
- Womens & Children's is overspent by £0.161m
- Support services is overspent by £0.776m – this is mainly within non pay and is due to an increase in pathology contracts offset partially by income.
- Corporate areas and reserves are underspent by £1.205m – this is mainly due to a level of non pay inflation reserve.



# Income

	YTD Budget	YTD Actual	Variance	Variance %	YTD Budget	YTD Actual	Financial Variance Value	Price Variance	Volume Variance
	Activity	Activity	Activity		£000s	£000s	£000s	£000s	£000s
Accident and Emergency (Attendances)	50,747	51,571	824						
Outpatient Appts (Attendances)	177,336	175,997	(1,339)	1.6%	6,584	6,869	285	178	107
Elective Day Cases	20,850	20,121	(729)	(0.8%)	20,341	20,135	(206)	(115)	(91)
Elective Inpatient (Spells)	2,477	2,342	(135)	(3.5%)	13,353	12,561	(792)	60	(852)
Non Elective (Spells)	21,025	23,034	2,009	(5.4%)	7,846	7,472	(374)	36	(410)
Non Elective Other	2,788	2,725	(63)	9.6%	42,984	45,657	2,673	(733)	3,406
Emergency Threshold Others (Inc Reserves)				(2.3%)	5,738	5,867	129	236	(107)
					(1,871)	(2,790)	(919)	(919)	
					54,166	53,675	(491)	(491)	
<b>Total</b>	<b>275,223</b>	<b>275,790</b>	<b>567</b>	<b>0.2%</b>	<b>149,142</b>	<b>149,446</b>	<b>304</b>	<b>(1,749)</b>	<b>2,053</b>
Phased Spend					(237)	(237)	0	0	
<b>Total after PSF</b>	<b>275,223</b>	<b>275,790</b>	<b>567</b>	<b>0.2%</b>	<b>148,905</b>	<b>149,209</b>	<b>304</b>	<b>(1,749)</b>	<b>2,053</b>
Provider Sustainability Funding (PSF)							(834)		
<b>Total after PSF</b>	<b>275,223</b>	<b>275,790</b>	<b>567</b>	<b>0.2%</b>	<b>151,689</b>	<b>151,159</b>	<b>(530)</b>	<b>(2,583)</b>	<b>2,053</b>

Income is over performing year to date by £0.304m pre PSF.

- Accident and Emergency attendances are above planned levels by 1.6%.
- Outpatient attendances are showing an underperformance to date of 0.8%, 1339 attendances. This exists across gynaecology, trauma and orthopaedics, ENT, neurology and ophthalmology.
- Elective Daycase activity is under plan by 729 spells (3.5%), and is due to reduced theatre capacity (theatres 10 and 11), theatre staffing and bedding down in RSH DSU during the months of April - July.
- Elective Inpatient spells are under delivering against plan by 135 spells (5.4%), this is across gynaecology, ENT and obstetrics and is also a knock on effect of theatre capacity aforementioned.
- Non Elective activity is 2,009 spells higher than the planned levels (9.6%), of which 3.9% (823 spells) is due to the introduction of a clinical decisions unit (CDU) at the PRH site.
- Others is underperforming by £0.491m year to date associated with private patient activity, rehab, critical care, antenatal and postnatal bookings (maternity pathway) and best practice tariff top ups.

## Key Messages

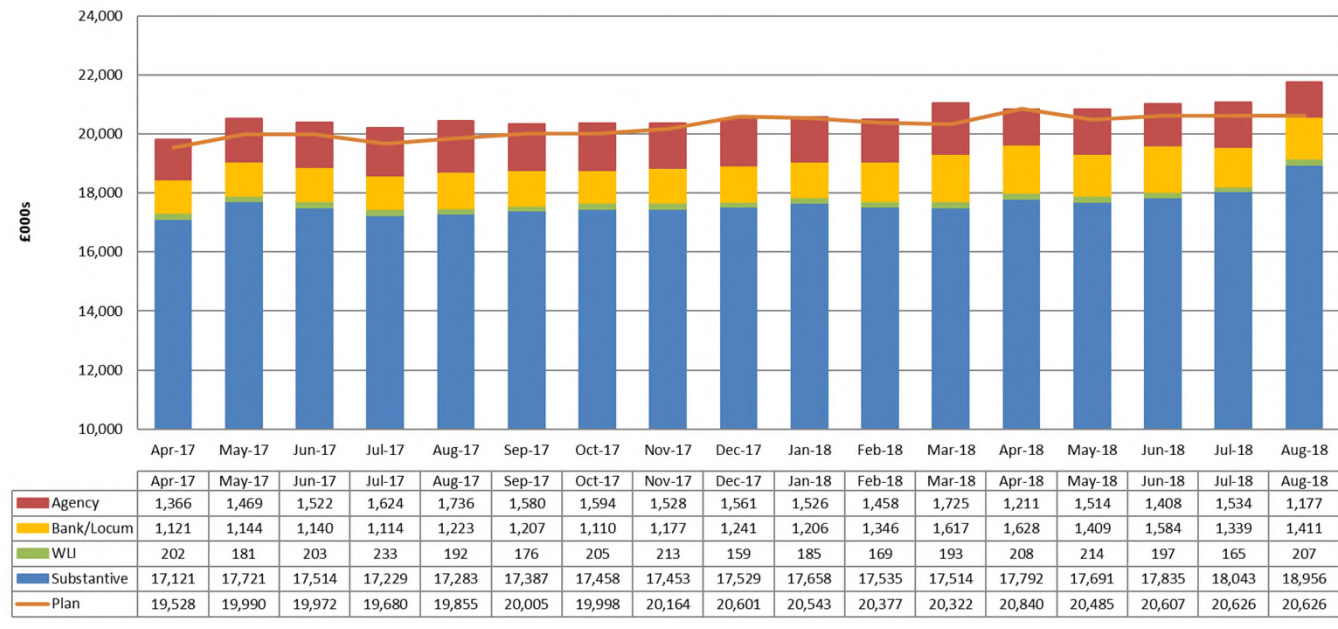
- At the end of August 2018 the Trust had planned to receive income amounting to £149.142m excluding provider transformation funding (PSF) and had generated income amounting to £149.446m, an over performance of £0.304m.

# Pay

## Key Messages

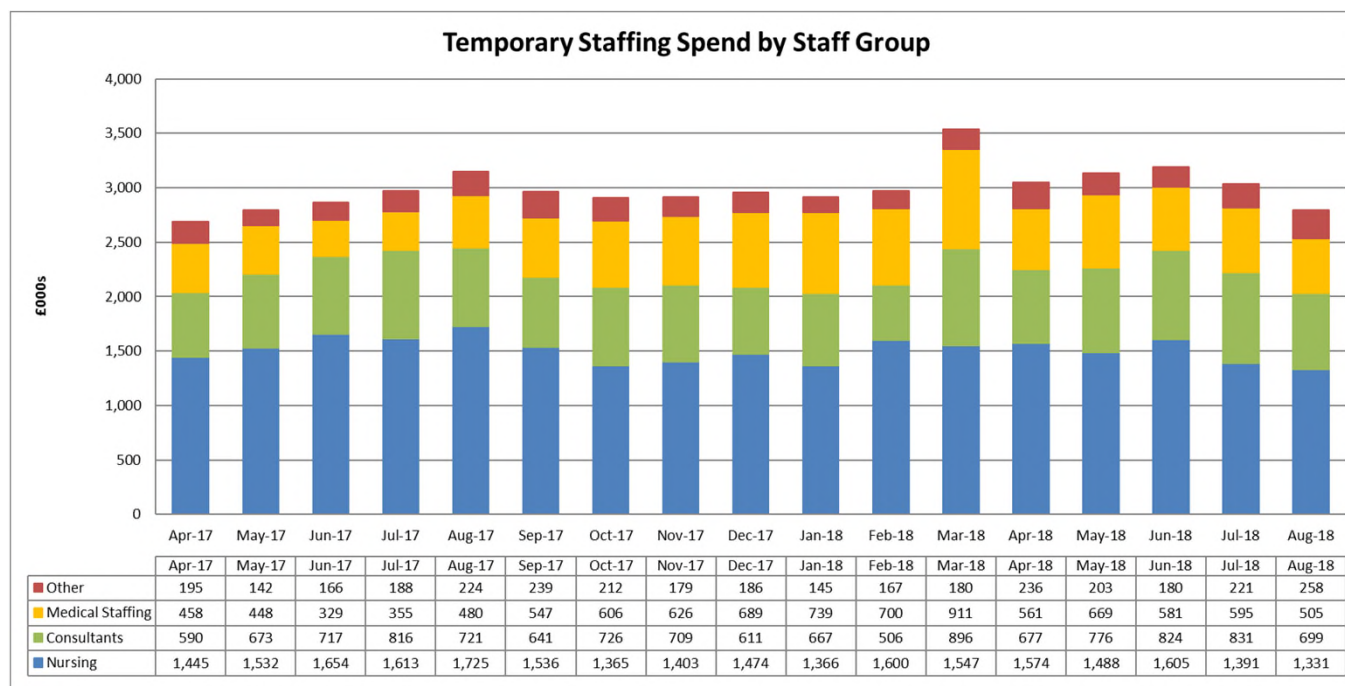
- To date the pay spend amounted to £105.521m against a plan of £104.338m resulting in an overspend of £1.183m.
- 13% of the Trust's pay costs in month 5 are attributable to temporary staffing.

Pay Costs by Element



The graph shows that 13% of the Trust's pay costs in month 5 were attributed to temporary staffing 2% below the average seen during the previous four months of the 2018/19 financial year, this is due to agenda for change arrears being paid of £0.960m. Agency spend accounts for 5%, £1.177m, £0.240m lower than the first four months of the financial year.

# Temporary Staffing Spend

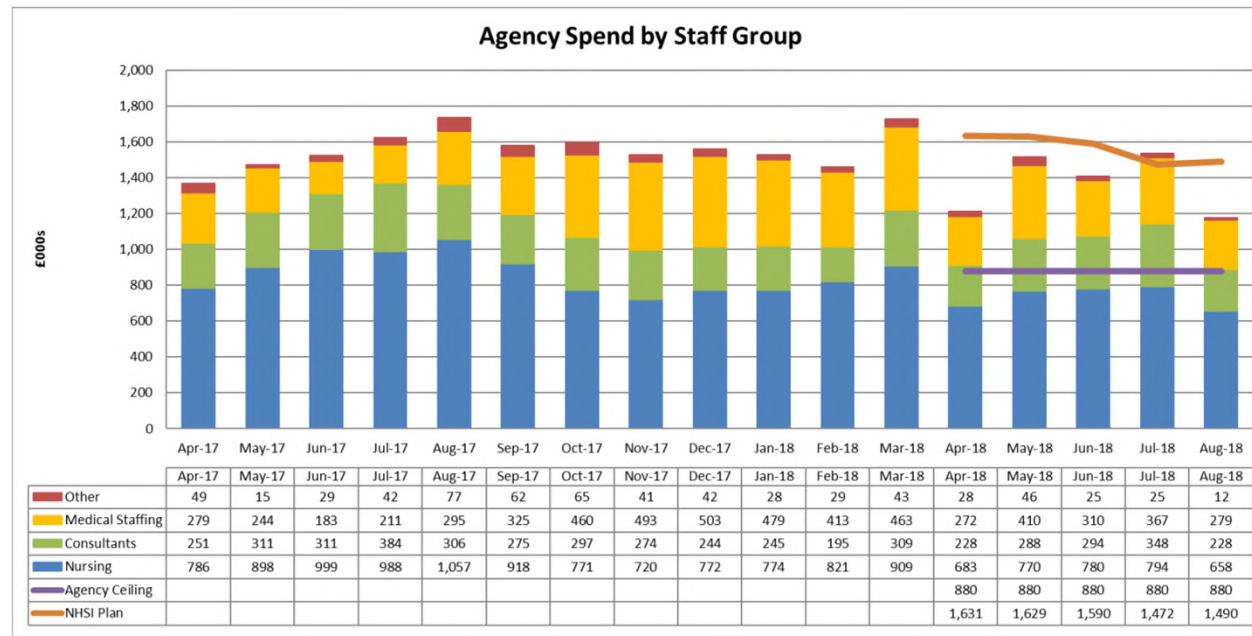


## Key Messages

- To date the temporary staffing (Bank, WLI, Agency and Locums) pay spend amounted to £15.203m.

# Agency

Annual		YTD					In Month		
Agency Ceiling	NHSI Agency Plan	Agency Ceiling Plan	Agency NHSI Plan	Agency Expenditure Actual	Variance Under/(Over) Agency Ceiling	Variance Under/(Over) Agency NHSI Plan	Agency NHSI Plan	Agency Expenditure Actual	Variance Under/(Over) Agency NHSI Plan
£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
10,559	16,660	4,400	7,812	6,845	(2,445)	967	1,490	1,177	313



## 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 5 run rate down by £0.357m compared to month 4 2018/19.

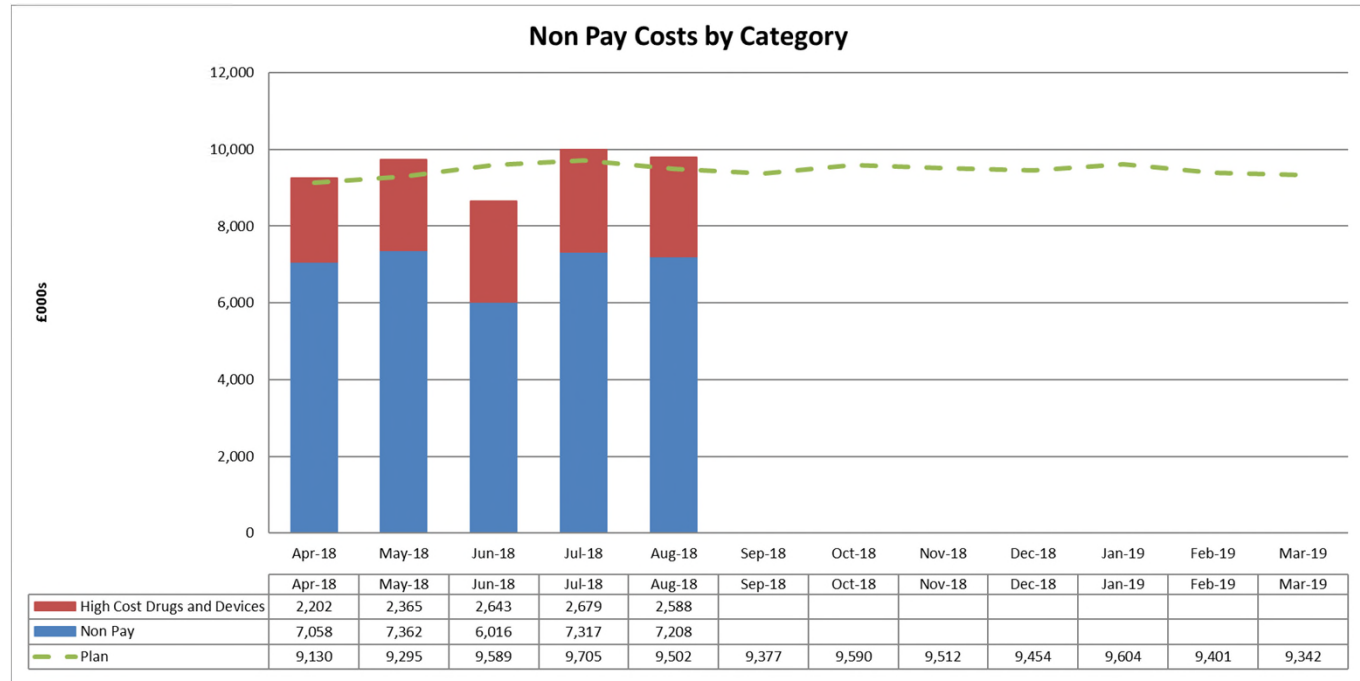
The table above details actual spend against the agency ceiling and agency plan, as can be seen, total agency spend in month amounted to £1.177m, £0.297m above the agency ceiling as set by NHSI however, £0.313m below the agency plan trajectory.

The graph shows the split of agency spend by staff group from April 2017 to present. Nurse agency accounts for 56% of the total agency spend in month and consultants and medical staffing account for 43%, the other 1% is across other clinical and non clinical.

# Non Pay

## Key Messages

- To date non pay spend amounted to £47.220m against a plan of £47.439m resulting in an underspend of £0.219m.



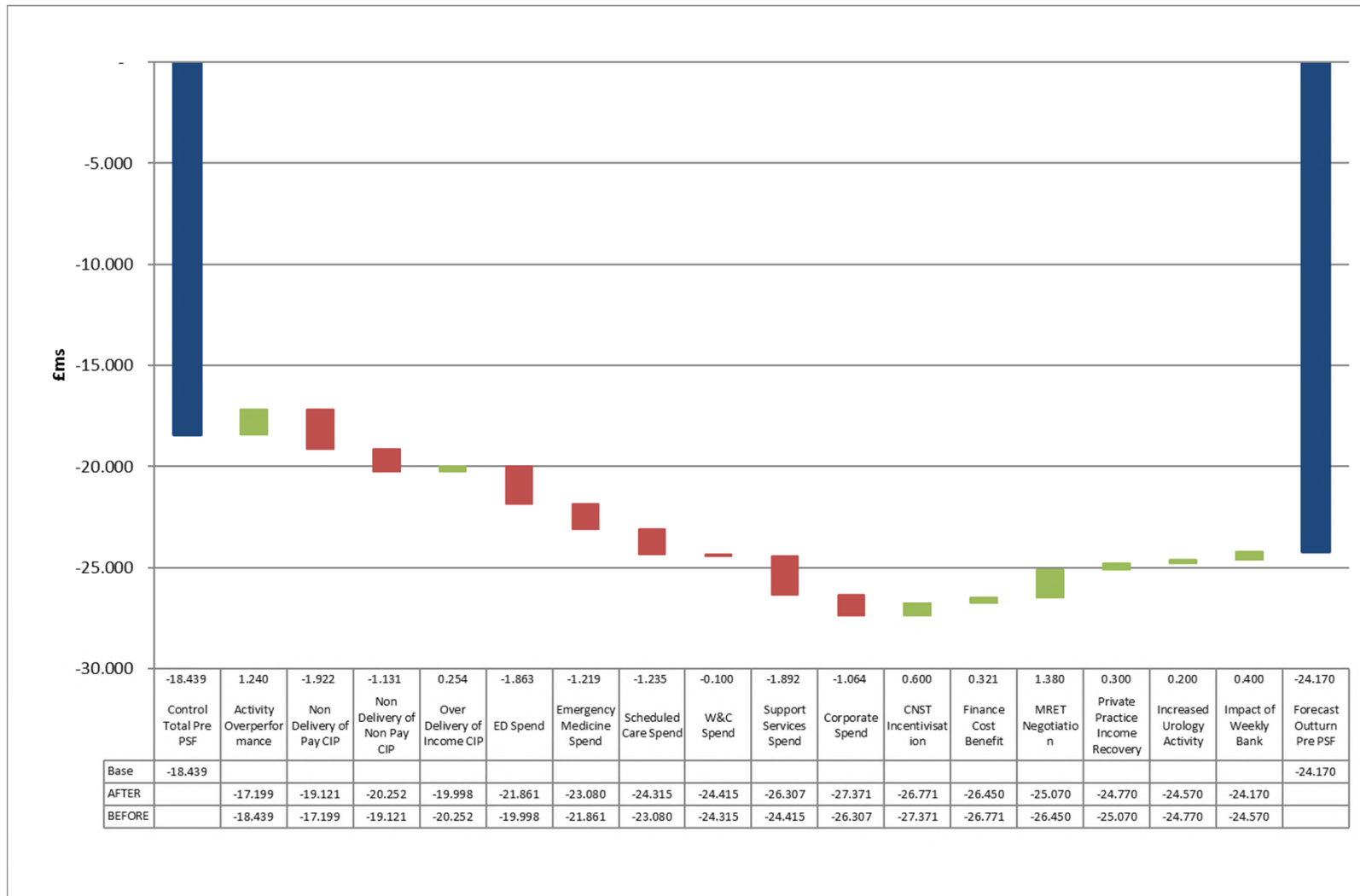
The graph above shows that circa a quarter of the Trust's non pay spend is attributable to high cost drugs and devices which are a pass through cost to commissioners.

# Forecast Outturn Scenarios

Element	Best £000s	Worst £000s	Most Likely £000s
Income	360,339	360,339	360,339
MRET monies	4,000		1,380
Contract challenges		(4,000)	
Recover Fertility under performance	300		300
Urology income	200		200
TEMS service recovery	500		
Readmissions reinvestment	415		
<b>Income after adjustments</b>	<b>365,754</b>	<b>356,339</b>	<b>362,219</b>
Pay	(255,308)	(255,308)	(255,308)
Impact of weekly bank	400		400
Revised Agency rates from 1st October	300		
<b>Pay after adjustments</b>	<b>(254,608)</b>	<b>(255,308)</b>	<b>(254,908)</b>
Non Pay	(118,113)	(118,113)	(118,113)
<b>Non Pay after adjustments</b>	<b>(118,113)</b>	<b>(118,113)</b>	<b>(118,113)</b>
Finance Costs	(13,368)	(13,368)	(13,368)
<b>Finance Costs after adjustments</b>	<b>(13,368)</b>	<b>(13,368)</b>	<b>(13,368)</b>
<b>Forecast Outturn Pre PSF</b>	<b>(20,335)</b>	<b>(30,450)</b>	<b>(24,170)</b>
<b>Control Total</b>	<b>(18,439)</b>	<b>(18,439)</b>	<b>(18,439)</b>
<b>Variance</b>	<b>(1,896)</b>	<b>(12,011)</b>	<b>(5,731)</b>
PSF	6,877	6,877	6,877
Forecast Outturn Post PSF	(13,458)	(23,573)	(17,293)
PSF Control Total	(8,615)	(8,615)	(8,615)
Variance	(4,843)	(14,958)	(8,678)

The table to the left details the best, worst and most likely forecast outturn position for the 2018/19 financial year against the Trusts pre PSF control total.

# Bridge – Control Total to Most Likely Forecast Outturn

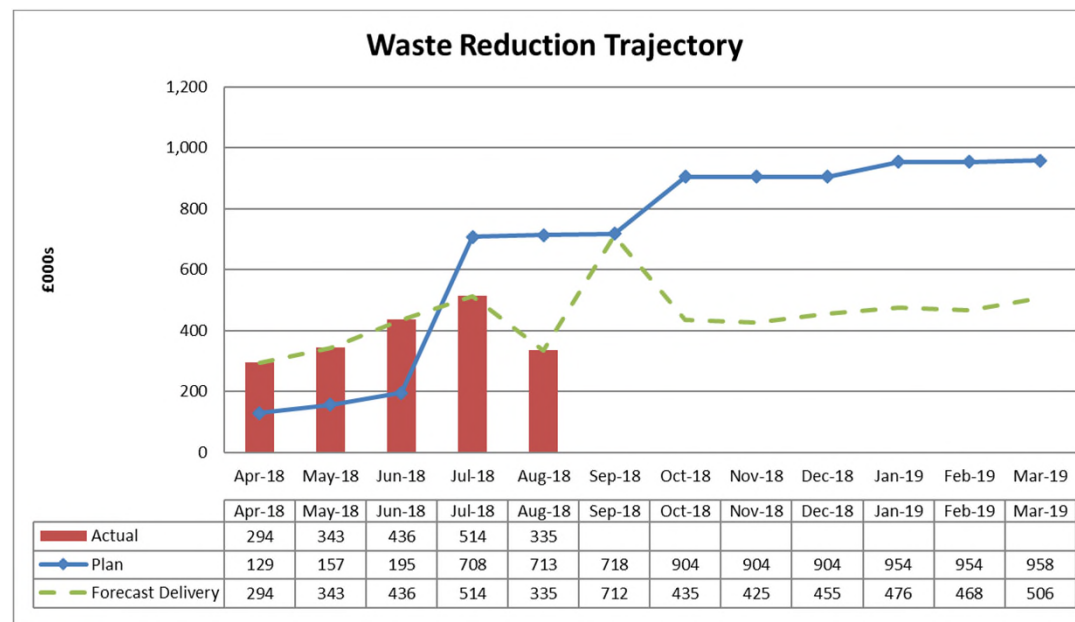




# Waste Reduction Performance

## Key Messages

- In month there is an under performance against plan of £0.378m.
- Against the YTD plan of £1.902m, £1.922m has been delivered, an over performance of £0.020m.



Against the YTD plan of £1.902m, £1.922m has been delivered, with a positive variance of £0.020m, forecast delivery is £5.399m, a shortfall of £2.799m.

In month, those plans which are phased equally across the quarters e.g. Procurement and Corporate services 1 saw shortfalls against the plan.

- Unavailability is showing a negative variance YTD due to mandated statutory training having an impact on the fill rate
- Bed Escalation is no longer over delivering following CQC guidance for the Trust to adhere to its boarding policies which required Wards to be opened up, the financial review and impact to deliver the savings has been risk adjusted

Within the schemes there are focused work groups looking at how savings can be bought back in line.



# Waste Reduction Profile

Scheme	M1-5 Average £000s	M6-12 Average £000s	Variance £000s
Corporate Services 1 Estates & Facilities	13	29	17
Corporate Services 2	8	9	0
Drug Spend	14	16	2
Escalation	86	17	(69)
Housekeeping	63	94	31
Nurse Agency Premium	82	97	15
Ophthalmology Consolidation	0	0	0
Procurement	37	85	48
Procurement - MCG	1	16	16
Procurement Savings	9	18	9
Radiology Addressing Income Reduction	35	50	15
Theatres, Outpatients and Endoscopy	25	43	18
Unavailability	12	23	10
<b>Average per month</b>	<b>385</b>	<b>496</b>	<b>112</b>
<b>Annual Total</b>	<b>1,924</b>	<b>3,475</b>	<b>5,399</b>

As seen on the previous slide the forecast profile for waste reduction schemes is broadly inline with the average delivered during the first five months of the 2018/19 financial year. The table to the left details the average delivery to date and the average forecast delivery by scheme, from which you can see the key changes are within:

- Escalation – this was deemed to impact the period April – September only
- Housekeeping – due to the nature of the schemes under this umbrella, actions have been taken to ensure delivery in the period September – March
- Procurement – this is due to a number of rebates coming into the Trust during the month of September

# Waste Reduction Programme

Waste Reduction Savings Programme 2018_19										
Scheme	Efficiency Programme Area	PYE Saving Plan	Plan YTD	Actual YTD	Variance YTD	PYE Identified	PYE Variance	Income Variance	Pay Variance	Non Pay Variance
<b>Stranded Patients</b>										
Unavailability	Workforce (Nursing)	960	307	60	(248)	218	(742)	0	(742)	0
Escalation	Workforce (Nursing)	700	156	428	272	549	(151)	0	(151)	0
Nurse Agency premium	Workforce (Nursing)	1,550	0	412	412	1,092	(458)	0	(458)	0
<b>Total Stranded Patients</b>		<b>3,210</b>	<b>463</b>	<b>899</b>	<b>436</b>	<b>1,859</b>	<b>(1,351)</b>	<b>0</b>	<b>(1,351)</b>	<b>0</b>
<b>Procurement</b>	Procurement	<b>1,300</b>	<b>500</b>	<b>238</b>	<b>(262)</b>	<b>1,072</b>	<b>(228)</b>	<b>0</b>	<b>0</b>	<b>(228)</b>
<b>Income Reduction</b>										
W&C's Addressing Income Reduction	Workforce (Nursing)	1,084	240	0	(240)	0	(1,084)	0	(1,084)	0
Radiology Addressing Income Reduction	Imaging	416	92	174	82	524	108	108	0	0
<b>Total Income Reduction</b>		<b>1,500</b>	<b>332</b>	<b>174</b>	<b>(158)</b>	<b>524</b>	<b>(976)</b>	<b>108</b>	<b>(1,084)</b>	<b>0</b>
<b>Other</b>										
Theatres, Outpatients and Endoscopy	Workforce (Medical)	750	166	124	(42)	422	(328)	0	(328)	0
Ophthalmology Consolidation	Other Savings plans	50	0	0	0	0	(50)	0	0	(50)
Corporate Services 1&2		500	158	103	(55)	369	(131)	36	60	(227)
Housekeeping	Other Savings plans	1,250	278	316	38	974	(276)	110	239	(625)
WLI	Workforce (Medical)	150	0	0	0	0	(150)	0	(150)	0
Drug Spend	Hospital Medicine and Pharmacy	180	5	69	64	179	(1)	0	0	(1)
<b>Total Other</b>		<b>2,880</b>	<b>607</b>	<b>612</b>	<b>5</b>	<b>1,943</b>	<b>(937)</b>	<b>146</b>	<b>(179)</b>	<b>(903)</b>
<b>Grand Total</b>		<b>8,890</b>	<b>1,902</b>	<b>1,922</b>	<b>20</b>	<b>5,399</b>	<b>(3,491)</b>	<b>254</b>	<b>(2,614)</b>	<b>(1,131)</b>
Assumed Slippage		(692)	0	0	0		692		692	
<b>Revised Total</b>		<b>8,198</b>	<b>1,902</b>	<b>1,922</b>	<b>20</b>	<b>5,399</b>	<b>(2,799)</b>	<b>254</b>	<b>(1,922)</b>	<b>(1,131)</b>

You can see from the table that there is a shortfall of £2.799 million, as compared with the original plan for the year. In year the Trust has subsequently identified further revenue savings in respect of Trust finance charges amounting to £1.3 million.

# New Spend Issues

Area	Narrative	Pay	Non Pay	Total
ED Spend	Medical/Consultant Spend	(1,459)		(1,459)
	Escalation Areas above Budget	(335)		(335)
	A&E Trackers	(69)		(69)
<b>ED Spend</b>	<b>Total</b>	<b>(1,863)</b>	<b>0</b>	<b>(1,863)</b>
Emergency Medicine Spend	RN Fill Rate	(572)		(572)
	HCA Unavailability	(79)		(79)
	Escalation Areas above Budget	(248)		(248)
	Medical Staff (Weekend Cover)	(150)		(150)
	Medical Staff (AMU Discharge GPs)	(120)		(120)
	Care Group Management Structure	(50)		(50)
<b>Emergency Medicine Spend</b>	<b>Total</b>	<b>(1,219)</b>	<b>0</b>	<b>(1,219)</b>
Scheduled Care Spend	Day Surgery & Escalation	(151)		(151)
	Loss of Theatre Capacity	(475)		(475)
	Fill Rate	(484)		(484)
	Blood/Drugs		(125)	(125)
<b>Scheduled Care Spend</b>	<b>Total</b>	<b>(1,110)</b>	<b>(125)</b>	<b>(1,235)</b>
W&C Spend	Legacy Case Review	(100)		(100)
<b>W&amp;C Spend</b>	<b>Total</b>	<b>(100)</b>	<b>0</b>	<b>(100)</b>
Support Services Spend	Pathology Roche Contract		(1,070)	(1,070)
	Radiology Outsourcing		(264)	(264)
	Drugs		(558)	(558)
<b>Support Services Spend</b>	<b>Total</b>	<b>0</b>	<b>(1,892)</b>	<b>(1,892)</b>
Corporate Spend	Care Group Management Support	(153)		(153)
	Clinical Site Management	(100)		(100)
	Additional Director	(37)		(37)
	Advertising/Recruitment		(145)	(145)
	Legal Fees		(80)	(80)
	PR		(30)	(30)
	Estate Maintenance/CQC		(379)	(379)
	Laundry/Postage		(140)	(140)
<b>Corporate Spend</b>	<b>Total</b>	<b>(290)</b>	<b>(774)</b>	<b>(1,064)</b>
<b>Total</b>				<b>6,773</b>

The table to the left details the high level spend in each of the respective care groups.

# Most Likely - Forecast Outturn by Care Group

Care Group	Income/Pay/Non Pay	Month 1 £000s	Month 2 £000s	Month 3 £000s	Month 4 £000s	Month 5 £000s	Month 6 £000s	Month 7 £000s	Month 8 £000s	Month 9 £000s	Month 10 £000s	Month 11 £000s	Month 12 £000s	FOT £000s	Plan £000s	Variance £000s
Income	Income	28,002	29,557	30,277	30,650	30,960	29,619	31,720	31,435	28,939	30,741	29,341	30,978	362,219	359,393	2,826
Scheduled Care	Pay	(6,804)	(7,070)	(7,096)	(7,218)	(7,491)	(7,129)	(7,076)	(7,040)	(7,132)	(7,420)	(7,345)	(7,286)	(86,108)	(83,482)	(2,625)
	Non-Pay	(1,759)	(2,018)	(1,737)	(2,041)	(2,100)	(2,099)	(2,045)	(1,898)	(1,858)	(1,979)	(1,818)	(1,654)	(23,007)	(21,623)	(1,384)
<b>Scheduled Care Total</b>		<b>(8,564)</b>	<b>(9,088)</b>	<b>(8,833)</b>	<b>(9,259)</b>	<b>(9,591)</b>	<b>(9,228)</b>	<b>(9,121)</b>	<b>(8,938)</b>	<b>(8,990)</b>	<b>(9,399)</b>	<b>(9,164)</b>	<b>(8,940)</b>	<b>(109,115)</b>	<b>(105,105)</b>	<b>(4,010)</b>
Unscheduled Care	Pay	(5,154)	(5,282)	(5,208)	(5,192)	(5,388)	(5,332)	(5,360)	(5,308)	(5,565)	(5,552)	(5,619)	(5,624)	(64,584)	(60,360)	(4,224)
	Non-Pay	(1,001)	(1,166)	(1,067)	(1,179)	(1,226)	(1,018)	(1,024)	(1,019)	(1,026)	(1,026)	(1,026)	(1,026)	(12,803)	(11,761)	(1,042)
<b>Unscheduled Care Total</b>		<b>(6,154)</b>	<b>(6,448)</b>	<b>(6,276)</b>	<b>(6,371)</b>	<b>(6,614)</b>	<b>(6,350)</b>	<b>(6,384)</b>	<b>(6,327)</b>	<b>(6,591)</b>	<b>(6,578)</b>	<b>(6,645)</b>	<b>(6,650)</b>	<b>(77,387)</b>	<b>(72,121)</b>	<b>(5,266)</b>
Womens & Childrens Care Group	Pay	(2,831)	(2,811)	(2,787)	(2,846)	(3,016)	(2,866)	(2,865)	(2,865)	(2,865)	(2,867)	(2,865)	(2,865)	(34,348)	(33,153)	(1,196)
	Non-Pay	(372)	(483)	(367)	(464)	(438)	(407)	(400)	(405)	(405)	(405)	(405)	(405)	(4,956)	(4,976)	20
<b>Women &amp; Childrens Total</b>		<b>(3,203)</b>	<b>(3,294)</b>	<b>(3,155)</b>	<b>(3,311)</b>	<b>(3,454)</b>	<b>(3,272)</b>	<b>(3,265)</b>	<b>(3,270)</b>	<b>(3,270)</b>	<b>(3,272)</b>	<b>(3,270)</b>	<b>(3,269)</b>	<b>(39,304)</b>	<b>(38,128)</b>	<b>(1,176)</b>
Support services	Pay	(2,587)	(2,564)	(2,555)	(2,636)	(2,840)	(2,661)	(2,689)	(2,689)	(2,689)	(2,689)	(2,689)	(2,689)	(31,978)	(31,607)	(372)
	Non-Pay	(725)	(779)	(848)	(786)	(699)	(553)	(803)	(803)	(803)	(773)	(773)	(773)	(9,114)	(7,233)	(1,881)
<b>Support services Total</b>		<b>(3,311)</b>	<b>(3,343)</b>	<b>(3,402)</b>	<b>(3,422)</b>	<b>(3,539)</b>	<b>(3,213)</b>	<b>(3,492)</b>	<b>(3,492)</b>	<b>(3,492)</b>	<b>(3,462)</b>	<b>(3,462)</b>	<b>(3,462)</b>	<b>(41,092)</b>	<b>(38,839)</b>	<b>(2,252)</b>
Corporate and Reserves	Pay	(3,464)	(3,175)	(4,132)	(2,589)	(2,783)	(3,282)	(3,830)	(3,691)	(3,043)	(3,013)	(2,697)	(2,690)	(38,390)	(42,042)	3,652
	Non-Pay	(5,404)	(5,150)	(4,886)	(5,314)	(5,429)	(6,270)	(5,854)	(5,875)	(5,756)	(5,677)	(5,851)	(6,266)	(67,732)	(67,907)	175
<b>Corporate and Reserves Total</b>		<b>(8,868)</b>	<b>(8,325)</b>	<b>(9,018)</b>	<b>(7,904)</b>	<b>(8,212)</b>	<b>(9,552)</b>	<b>(9,684)</b>	<b>(9,566)</b>	<b>(8,799)</b>	<b>(8,690)</b>	<b>(8,548)</b>	<b>(8,956)</b>	<b>(106,122)</b>	<b>(109,949)</b>	<b>3,826</b>
<b>Total Expenditure</b>		<b>(30,101)</b>	<b>(30,498)</b>	<b>(30,684)</b>	<b>(30,266)</b>	<b>(31,411)</b>	<b>(31,615)</b>	<b>(31,946)</b>	<b>(31,592)</b>	<b>(31,141)</b>	<b>(31,400)</b>	<b>(31,088)</b>	<b>(31,277)</b>	<b>(373,021)</b>	<b>(364,143)</b>	<b>(8,878)</b>
<b>EBITDA</b>		<b>(2,099)</b>	<b>(941)</b>	<b>(407)</b>	<b>384</b>	<b>(451)</b>	<b>(1,996)</b>	<b>(226)</b>	<b>(157)</b>	<b>(2,202)</b>	<b>(659)</b>	<b>(1,747)</b>	<b>(299)</b>	<b>(10,802)</b>	<b>(4,750)</b>	<b>(6,052)</b>
Finance Costs	Finance Costs	(1,110)	(1,113)	(1,076)	(1,156)	(1,115)	(1,114)	(1,114)	(1,114)	(1,114)	(1,114)	(1,114)	(1,114)	(13,368)	(13,689)	321
<b>Surplus/(deficit) against Control Total pre PSF</b>		<b>(3,209)</b>	<b>(2,054)</b>	<b>(1,483)</b>	<b>(772)</b>	<b>(1,566)</b>	<b>(3,110)</b>	<b>(1,340)</b>	<b>(1,271)</b>	<b>(3,316)</b>	<b>(1,773)</b>	<b>(2,861)</b>	<b>(1,413)</b>	<b>(24,170)</b>	<b>(18,439)</b>	<b>(5,731)</b>

The Trust is presently forecasting a most likely variance against its pre PSF control total of **£5.731m**. This assumes recovery of income in the last half of the year associated with private patients and increased urology activity (£0.500m), successful marginal rate emergency threshold negotiations with the two local CCG's (£1.380m) and further cost savings associated with weekly bank (£0.400m).

# Cash

	Actual	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Total To Date
	August Month	September Month	October Month	November Month	December Month	January Month	February Month	March Month	And Forecast
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Balance B/fwd	6,366	3,676	3,535	3,046	1,700	1,700	821	155	1,649
I&E Cashflow									
INCOME									
Income I&E/Donated & PSF	28,516	29,430	33,204	28,479	31,819	31,825	31,057	39,584	370,317
PAY									
Pay I&E	(22,154)	(21,803)	(21,592)	(21,561)	(21,688)	(21,757)	(21,654)	(21,218)	(255,408)
NON PAY									
Non Pay I&E	(9,566)	(9,290)	(12,032)	(10,318)	(10,168)	(10,588)	(7,831)	(11,824)	(117,612)
Finance Costs									
Finance Costs I&E	(95)	(1,624)	1	1	(70)	(57)	(128)	(1,608)	(3,620)
Capital									
Capital Expenditure (inc Donated)	(474)	(2,332)	(628)	(1,275)	(449)	(941)	(1,203)	(1,984)	(10,770)
Total I&E Cashflow	(3,773)	(5,619)	(1,048)	(4,674)	(556)	(1,517)	241	2,950	(17,094)
External funding									
Revolving Working Capital - I&E Deficit	1,310	2,560		2,954	260				8,615
Loan facility to cover non-receipt of PSF					1,204	1,545			2,749
Repayment of RWC - on receipt of PSF 1819									0
PDC Allocation - NHS WiFi in Secondary Care (Expenditure)								(205)	(205)
PDC Allocation - NHS WiFi in Secondary Care (Income)								205	205
Total Loan Cashflow	1,310	2,560	0	2,954	1,464	1,545	0	0	11,364
Balance sheet Changes									
Total Balance Sheet Changes	(227)	2,918	559	374	(907)	(907)	(907)	(7,134)	51
Total Cashflow	(2,690)	(141)	(489)	(1,346)	0	(879)	(666)	(4,184)	(5,678)
Balance C/fwd	3,676	3,535	3,046	1,700	1,700	821	155	(4,029)	(4,029)

The above cashflow is based on the most likely variance to the Trust's pre PSF control total of £5.731m. The above assumes that the Trust will receive cash support for the non-receipt of its total PSF ie shortfall of £2.749m. As no cash support will be available for the Trust's deficit over its agreed control total, there is a shortfall in cash of £5.731m.

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. To date the Trust has drawn £2.841m of loan, with a further £2.560m being received in September. The Trust has not needed to draw loan to cover all of the reported I&E deficit to date of as it currently benefits from cashflow differences relating to prior year. However these 45 benefits will 'unwind' as the year progresses and the Trust will require cash support to underpin the reported I&E deficit.

## Key Messages

- The cashflow meets the required minimum cash balance of £1.700m to be held on the balance sheet and assumes that the Trust will perform in line with its Income and Expenditure plan, including Waste Reduction Schemes.
- If performance is worse than plan, this will impact on the availability of cash and the Trust will need to look at ways of reducing cash outflow **including increasing creditor payment terms**.

**PERFORMANCE COMMITTEE –25<sup>TH</sup> SEPTEMBER 2018**  
**FINANCE REPORT – MONTH 5**

**1. Income & Expenditure position**

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

	Annual	YTD		
	Financial Plan	Plan	Actual	Variance
	£000s	£000s	£000s	£000s
Income	355,007	149,142	149,446	304
Pay	(246,151)	(104,338)	(105,521)	(1,183)
Non-Pay & Reserves	(112,580)	(47,220)	(47,439)	(219)
<b>Total expenditure</b>	<b>(358,731)</b>	<b>(151,558)</b>	<b>(152,960)</b>	<b>(1,402)</b>
<b>EBITDA</b>	<b>(3,724)</b>	<b>(2,416)</b>	<b>(3,514)</b>	<b>(1,098)</b>
Finance Costs	(14,715)	(5,707)	(5,570)	137
<b>Surplus/(deficit) against Control Total pre PSF and Phased Spend</b>	<b>(18,439)</b>	<b>(8,123)</b>	<b>(9,084)</b>	<b>(961)</b>
Phased Spend	0	(1,333)	(1,333)	0
<b>Adjusted Surplus/(deficit) post Phased Spend</b>	<b>(18,439)</b>	<b>(9,456)</b>	<b>(10,417)</b>	<b>(961)</b>
<i>Provider Sustainability Funding (PSF)</i>	<i>9,824</i>	<i>2,784</i>	<i>1,950</i>	<i>(834)</i>
<i>Surplus/(deficit) against Control Total post Phased Spend and PSF</i>	<i>(8,615)</i>	<i>(6,672)</i>	<i>(8,467)</i>	<i>(1,795)</i>

At the end of August, five months into the 2018/19 financial year the Trust is reporting a year to date pre provider sustainability fund (PSF) deficit of £10.417m, £0.961m worse than plan.

**2. Income**

**2.1 Income – Performance to date**

After five months into the 2018/19 financial year the Trust had planned to receive income amounting to £148.142m excluding provider transformation funding (PSF) and had generated income amounting to £149.446m, an over performance of £0.304m.

	YTD Budget	YTD Actual	Variance	Variance %	YTD Budget	YTD Actual	Financial Variance Value	Price Variance	Volume Variance
	Activity	Activity	Activity		£000s	£000s	£000s	£000s	£000s
Accident and Emergency	50,747	51,571	824	1.6%	6,584	6,869	285	178	107
Outpatient Appts (Attenda	177,336	175,997	(1,339)	(0.8%)	20,341	20,135	(206)	(115)	(91)
Elective Day Cases	20,850	20,121	(729)	(3.5%)	13,353	12,561	(792)	60	(852)
Elective Inpatient (Spells)	2,477	2,342	(135)	(5.4%)	7,846	7,472	(374)	36	(410)
Non Elective (Spells)	21,025	23,034	2,009	9.6%	42,984	45,657	2,673	(733)	3,406
Non Elective Other	2,788	2,725	(63)	(2.3%)	5,738	5,867	129	236	(107)
Emergency Threshold					(1,871)	(2,790)	(919)	(919)	
Others (Inc Reserves)					54,166	53,675	(491)	(491)	
<b>Total</b>	<b>275,223</b>	<b>275,790</b>	<b>567</b>	<b>0.2%</b>	<b>149,142</b>	<b>149,446</b>	<b>304</b>	<b>(1,749)</b>	<b>2,053</b>
Phased Spend					(237)	(237)	0	0	
<b>Total after PSF</b>	<b>275,223</b>	<b>275,790</b>	<b>567</b>	<b>0.2%</b>	<b>148,905</b>	<b>149,209</b>	<b>304</b>	<b>(1,749)</b>	<b>2,053</b>
Provider Sustainability Funding (PSF)					2,784	1,950	(834)	(834)	
<b>Total after PSF</b>	<b>275,223</b>	<b>275,790</b>	<b>567</b>	<b>0.2%</b>	<b>151,689</b>	<b>151,159</b>	<b>(530)</b>	<b>(2,583)</b>	<b>2,053</b>

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

- i) Accident and Emergency attendances are above planned levels by 1.6%.
- ii) Outpatient attendances are showing an underperformance to date of 0.8%, 1339 attendances. This exists across gynaecology, trauma and orthopaedics, ENT, neurology and ophthalmology.
- iii) Elective Daycase activity is under plan by 729 spells (3.5%), and is due to reduced theatre capacity (theatres 10 and 11), theatre staffing and bedding down in RSH DSU during the months of April - July.
- iv) Elective Inpatient spells are under delivering against plan by 135 spells (5.4%), this is across gynaecology, ENT and obstetrics and is also a knock on effect of theatre capacity aforementioned.
- v) Non Elective activity is 2,009 spells higher than the planned levels (9.6%), of which 3.9% (823 spells) is due to the introduction of a clinical decisions unit (CDU) at the PRH site.
- vi) Others is underperforming by £0.491m year to date associated with private patient activity, rehab, critical care, antenatal and postnatal bookings (maternity pathway) and best practice tariff top ups.
  - i) Private patient income is expected to recover within Fertility once the move to the Severn Fields site has taken place, the underperformance to date is due to the need to wind down the service ready for the move.

**Activity Assessment**  
**Month**  
**Future Months based on**

5  
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	9,431	10,720	10,245	10,132	11,022	10,153	9,837	10,337	10,126	9,558	9,448	9,710	9,706	9,238	10,293	9,746	119,776	
Outpatient Attendances	34,201	36,133	35,277	35,204	36,272	34,114	36,858	35,748	36,678	38,136	30,377	35,063	35,699	34,301	36,574	35,525	424,620	
Elective Daycases	3,785	4,144	4,049	3,993	4,012	4,131	4,315	4,153	4,402	4,312	3,769	4,161	3,955	4,016	4,421	4,131	49,311	
Elective Inpatient Spells	419	466	534	473	486	437	477	467	527	505	461	498	392	425	477	431	5,606	
Emergency Spells	4,459	4,715	4,468	4,547	4,695	4,697	4,203	4,532	4,329	4,461	4,500	4,430	4,566	4,301	4,657	4,508	54,050	
Maternity/Non Elective Other Spells	504	598	524	542	520	579	558	552	591	546	544	560	542	527	569	546	6,602	

**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	3,783	4,219	4,408	4,137	4,284	4,155	4,315	4,252	4,402	4,312	3,769	4,161	3,955	4,016	4,421	4,131	50,040
Actual	3,785	4,144	4,049	3,993	4,012	4,131	4,315	4,072				0				0	20,121
Variance	2	(75)	(359)	(144)	(272)	(24)		(180)				(4,161)				(4,131)	
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	438	487	521	482	537	493	477	502	527	505	461	498	392	425	477	431	5,741
Actual	419	466	534	473	486	437	462					0				0	2,342
Variance	(19)	(21)	13	(9)	(51)	(56)	(41)					(498)				(431)	
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	4,250	4,285	4,218	4,242	4,128	4,203	4,191	4,329	4,461	4,500	4,430	4,566	4,301	4,657	4,508	52,041
Actual	4,459	4,715	4,468	4,547	4,695	4,697	4,696					0				0	23,034
Variance	338	465	183	329	453	569	505					(4,430)				(4,508)	
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	541	591	542	558	562	552	558	557	591	546	544	560	542	527	569	546	6,665
Actual	504	598	524	542	520	579	550					0				0	2,725
Variance	(37)	7	(19)	(16)	(42)	27	(8)					(560)				(546)	
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	33,958	35,255	37,787	35,666	35,598	34,738	36,858	35,732	36,678	38,136	30,377	35,063	35,699	34,301	36,574	35,525	425,959
Actual	34,201	36,133	35,277	35,204	36,272	34,114	36,858	35,193				0				0	175,997
Variance	243	878	(2,510)	(463)	674	(624)		(539)				(35,063)				(35,525)	
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	35,009	33,724	35,336	35,069	422,798
16/17	36,444	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	9,658	10,262	10,218	10,046	10,558	10,051	9,837	10,149	10,126	9,558	9,448	9,710	9,706	9,238	10,293	9,746	118,952
Actual	9,431	10,720	10,245	10,132	11,022	10,153	9,837	10,149	10,126	9,558	9,448	9,710	9,706	9,238	10,293	9,746	118,952
Variance	(227)	458	27	86	464	102		439				(9,710)				(9,746)	
17/18	8,870	9,677	9,538	9,382	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	8,628	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

\*Please note a change in point of delivery for planned c-sections between Non Elective Other and Elective Inpatients from 2017/18 to 2018/19.

\*Please also note that the UCC at PRH came into effect from October 2017.



### 3. Expenditure

#### 3.1 Pay

To date the pay spend has amounted to £105.521m against a plan of £104.338m resulting in an overspend of £1.183m.

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.

Annual		YTD					In Month		
Agency Ceiling	NHSI Agency Plan	Agency Ceiling Plan	Agency NHSI Plan	Agency Expenditure Actual	Variance Under/(Over) Agency Ceiling	Variance Under/(Over) Agency NHSI Plan	Agency NHSI Plan	Agency Expenditure Actual	Variance Under/(Over) Agency NHSI Plan
£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
10,559	16,660	4,400	7,812	6,845	(2,445)	967	1,490	1,177	313

As you can see, total agency spend year to date amounted to £6.845m, £2.445m above the agency ceiling set by NHSI.

#### 3.2 Non Pay

To date the non pay spend amounted to £47.439m against a plan of £47.220m resulting in an overspend of £0.219m.

The table below highlights the average run rate for non pay since April 2015, these cost have been adjusted to remove high cost drugs and devices as these can vary significantly month on month and are a pass through cost to Commissioners.

The principal reason for the growth in non pay run rate is attributed to inflationary pressures.

*Total Non-pay spend excluding Pass throughs, High cost Drugs and CNST*

Year	Apr-Jun (Avg) £000s	Jul-Sep (Avg) £000s	Oct-Dec (Avg) £000s	Jan-Mar (Avg) £000s
2015/16	5,144	5,379	5,328	5,520
2016/17	5,173	5,610	5,333	5,447
2017/18	5,515	5,685	6,033	6,163
2018/19	5,985	6,047		

### 4. Forecast Outturn

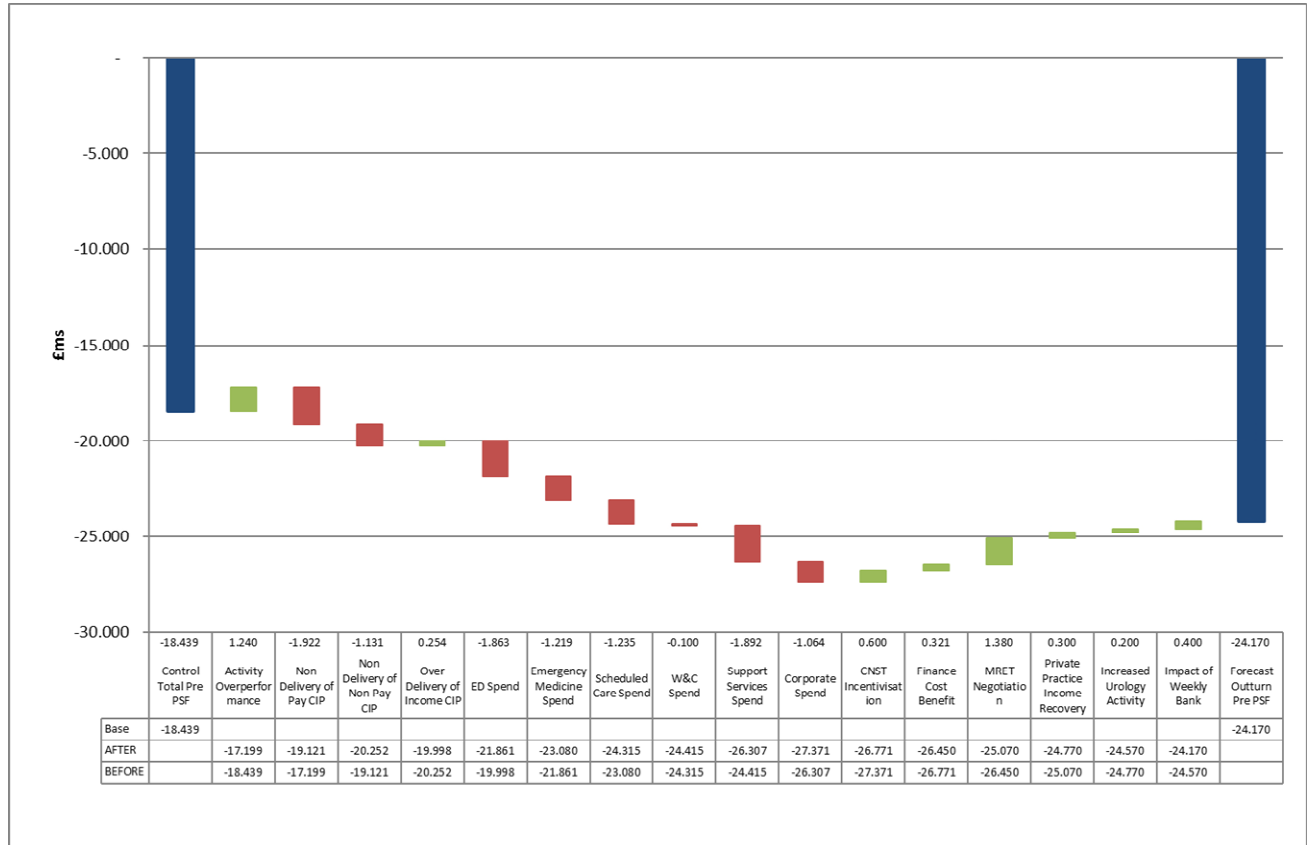
The Trust has assessed its outturn under three scenarios; best, worst and most likely. These are detailed below:

Element	Best £000s	Worst £000s	Most Likely £000s
Income	360,339	360,339	360,339
MRET monies	4,000		1,380
Contract challenges		(4,000)	
Recover Fertility under performance	300		300
Urology income	200		200
TEMS service recovery	500		
Readmissions reinvestment	415		
<b>Income after adjustments</b>	<b>365,754</b>	<b>356,339</b>	<b>362,219</b>
Pay	(255,308)	(255,308)	(255,308)
Impact of weekly bank	400		400
Revised Agency rates from 1st October	300		
<b>Pay after adjustments</b>	<b>(254,608)</b>	<b>(255,308)</b>	<b>(254,908)</b>
Non Pay	(118,113)	(118,113)	(118,113)
<b>Non Pay after adjustments</b>	<b>(118,113)</b>	<b>(118,113)</b>	<b>(118,113)</b>
Finance Costs	(13,368)	(13,368)	(13,368)
<b>Finance Costs after adjustments</b>	<b>(13,368)</b>	<b>(13,368)</b>	<b>(13,368)</b>
<b>Forecast Outturn Pre PSF</b>	<b>(20,335)</b>	<b>(30,450)</b>	<b>(24,170)</b>
<b>Control Total</b>	<b>(18,439)</b>	<b>(18,439)</b>	<b>(18,439)</b>
<b>Variance</b>	<b>(1,896)</b>	<b>(12,011)</b>	<b>(5,731)</b>

The Trust is presently forecasting a most likely variance against its pre PSF control total of £5.731m. This assumes recovery of income in the last half of the year associated with private patients and increased urology activity (£0.500m), successful marginal rate emergency threshold negotiations with the two local CCG's (£1.380m) and further cost savings associated with weekly bank (£0.400m). The forecast outturn by care group is presented below:

Care Group	Income/Pay/Non Pay	Month 1 £000s	Month 2 £000s	Month 3 £000s	Month 4 £000s	Month 5 £000s	Month 6 £000s	Month 7 £000s	Month 8 £000s	Month 9 £000s	Month 10 £000s	Month 11 £000s	Month 12 £000s	FOT £000s	Plan £000s	Variance £000s
Income	Income	28,002	29,557	30,277	30,650	30,960	29,619	31,720	31,435	28,939	30,741	29,341	30,978	362,219	359,393	2,826
Scheduled Care	Pay	(6,804)	(7,070)	(7,096)	(7,218)	(7,491)	(7,129)	(7,076)	(7,040)	(7,132)	(7,420)	(7,345)	(7,286)	(86,108)	(83,482)	(2,625)
	Non-Pay	(1,759)	(2,018)	(1,737)	(2,041)	(2,100)	(2,099)	(2,045)	(1,898)	(1,858)	(1,979)	(1,818)	(1,654)	(23,007)	(21,623)	(1,384)
<b>Scheduled Care Total</b>		<b>(8,564)</b>	<b>(9,088)</b>	<b>(8,833)</b>	<b>(9,259)</b>	<b>(9,591)</b>	<b>(9,228)</b>	<b>(9,121)</b>	<b>(8,938)</b>	<b>(8,990)</b>	<b>(9,399)</b>	<b>(9,164)</b>	<b>(8,940)</b>	<b>(109,115)</b>	<b>(105,105)</b>	<b>(4,010)</b>
Unscheduled Care	Pay	(5,154)	(5,282)	(5,208)	(5,192)	(5,388)	(5,332)	(5,360)	(5,308)	(5,565)	(5,552)	(5,619)	(5,624)	(64,584)	(60,360)	(4,224)
	Non-Pay	(1,001)	(1,166)	(1,067)	(1,179)	(1,226)	(1,018)	(1,024)	(1,019)	(1,026)	(1,026)	(1,026)	(1,026)	(12,803)	(11,761)	(1,042)
<b>Unscheduled Care Total</b>		<b>(6,154)</b>	<b>(6,448)</b>	<b>(6,276)</b>	<b>(6,371)</b>	<b>(6,614)</b>	<b>(6,350)</b>	<b>(6,384)</b>	<b>(6,327)</b>	<b>(6,591)</b>	<b>(6,578)</b>	<b>(6,645)</b>	<b>(6,650)</b>	<b>(77,387)</b>	<b>(72,121)</b>	<b>(5,266)</b>
Womens & Childrens Care Group	Pay	(2,831)	(2,811)	(2,787)	(2,846)	(3,016)	(2,866)	(2,865)	(2,865)	(2,865)	(2,867)	(2,865)	(2,865)	(34,348)	(33,153)	(1,196)
	Non-Pay	(372)	(483)	(367)	(464)	(438)	(407)	(400)	(405)	(405)	(405)	(405)	(405)	(4,956)	(4,976)	20
<b>Women &amp; Childrens Total</b>		<b>(3,203)</b>	<b>(3,294)</b>	<b>(3,155)</b>	<b>(3,311)</b>	<b>(3,454)</b>	<b>(3,272)</b>	<b>(3,265)</b>	<b>(3,270)</b>	<b>(3,270)</b>	<b>(3,272)</b>	<b>(3,270)</b>	<b>(3,269)</b>	<b>(39,304)</b>	<b>(38,128)</b>	<b>(1,176)</b>
Support services	Pay	(2,587)	(2,564)	(2,555)	(2,636)	(2,840)	(2,661)	(2,689)	(2,689)	(2,689)	(2,689)	(2,689)	(2,689)	(31,978)	(31,607)	(372)
	Non-Pay	(725)	(779)	(848)	(786)	(699)	(553)	(803)	(803)	(803)	(773)	(773)	(773)	(9,114)	(7,733)	(1,881)
<b>Support services Total</b>		<b>(3,311)</b>	<b>(3,343)</b>	<b>(3,402)</b>	<b>(3,422)</b>	<b>(3,539)</b>	<b>(3,213)</b>	<b>(3,492)</b>	<b>(3,492)</b>	<b>(3,492)</b>	<b>(3,462)</b>	<b>(3,462)</b>	<b>(3,462)</b>	<b>(41,092)</b>	<b>(38,830)</b>	<b>(2,252)</b>
Corporate and Reserves	Pay	(3,464)	(3,175)	(4,132)	(2,589)	(2,783)	(3,282)	(3,830)	(3,691)	(3,043)	(3,013)	(2,697)	(2,690)	(38,390)	(42,042)	3,652
	Non-Pay	(5,404)	(5,150)	(4,886)	(5,314)	(5,429)	(6,270)	(5,854)	(5,875)	(5,756)	(5,677)	(5,851)	(6,266)	(67,732)	(67,907)	175
<b>Corporate and Reserves Total</b>		<b>(8,868)</b>	<b>(8,325)</b>	<b>(9,018)</b>	<b>(7,904)</b>	<b>(8,212)</b>	<b>(9,552)</b>	<b>(9,684)</b>	<b>(9,566)</b>	<b>(8,799)</b>	<b>(8,690)</b>	<b>(8,548)</b>	<b>(8,956)</b>	<b>(106,122)</b>	<b>(109,949)</b>	<b>3,826</b>
<b>Total Expenditure</b>		<b>(30,101)</b>	<b>(30,498)</b>	<b>(30,684)</b>	<b>(30,266)</b>	<b>(31,411)</b>	<b>(31,615)</b>	<b>(31,946)</b>	<b>(31,592)</b>	<b>(31,141)</b>	<b>(31,400)</b>	<b>(31,088)</b>	<b>(31,277)</b>	<b>(373,021)</b>	<b>(364,143)</b>	<b>(8,878)</b>
<b>EBITDA</b>		<b>(2,099)</b>	<b>(941)</b>	<b>(407)</b>	<b>384</b>	<b>(451)</b>	<b>(1,996)</b>	<b>(226)</b>	<b>(157)</b>	<b>(2,202)</b>	<b>(659)</b>	<b>(1,747)</b>	<b>(299)</b>	<b>(10,802)</b>	<b>(4,750)</b>	<b>(6,052)</b>
Finance Costs	Finance Costs	(1,110)	(1,113)	(1,076)	(1,156)	(1,115)	(1,114)	(1,114)	(1,114)	(1,114)	(1,114)	(1,114)	(1,114)	(13,368)	(13,689)	321
<b>Surplus/(deficit) against Control Total pre PSF</b>		<b>(3,209)</b>	<b>(2,054)</b>	<b>(1,483)</b>	<b>(772)</b>	<b>(1,566)</b>	<b>(3,110)</b>	<b>(1,340)</b>	<b>(1,271)</b>	<b>(3,316)</b>	<b>(1,773)</b>	<b>(2,861)</b>	<b>(1,413)</b>	<b>(24,170)</b>	<b>(18,439)</b>	<b>(5,731)</b>

The reasons as to why this variance exists is presented in the bridge diagram below, from which you can see there is a shortfall against CIP schemes of £2.799m and new spend amounting to £6.773m:



As can be seen the forecast outturn is explained by:

- A) Underachievement of Waste Reduction Programme, and
- B) A range of additional expenditures introduced across the care groups.

#### A Waste Reduction Programme

The following table sets out the position to date and forecast part year effect for each of the waste reduction schemes consistent with the forecast outturn presented by the care groups.

Waste Reduction Savings Programme 2018_19										
Scheme	Efficiency Programme Area	PYE Saving Plan	Plan YTD	Actual YTD	Variance YTD	PYE Identified	PYE Variance	Income Variance	Pay Variance	Non Pay Variance
<b>Stranded Patients</b>										
Unavailability	Workforce (Nursing)	960	307	60	(748)	218	(742)	0	(742)	0
Escalation	Workforce (Nursing)	700	156	428	272	549	(151)	0	(151)	0
Nurse Agency premium	Workforce (Nursing)	1,550	0	412	412	1,092	(458)	0	(458)	0
<b>Total Stranded Patients</b>		<b>3,210</b>	<b>463</b>	<b>899</b>	<b>436</b>	<b>1,859</b>	<b>(1,351)</b>	<b>0</b>	<b>(1,351)</b>	<b>0</b>
<b>Procurement</b>	<b>Procurement</b>	<b>1,300</b>	<b>500</b>	<b>238</b>	<b>(262)</b>	<b>1,072</b>	<b>(228)</b>	<b>0</b>	<b>0</b>	<b>(228)</b>
<b>Income Reduction</b>										
W&C's Addressing Income Reduction	Workforce (Nursing)	1,084	240	0	(240)	0	(1,084)	0	(1,084)	0
Radiology Addressing Income Reduction	Imaging	416	92	174	82	524	108	108	0	0
<b>Total Income Reduction</b>		<b>1,500</b>	<b>332</b>	<b>174</b>	<b>(158)</b>	<b>524</b>	<b>(976)</b>	<b>108</b>	<b>(1,084)</b>	<b>0</b>
<b>Other</b>										
Theatres, Outpatients and Endoscopy	Workforce (Medical)	750	166	124	(47)	422	(328)	0	(328)	0
Ophthalmology Consolidation	Other Savings plans	50	0	0	0	0	(50)	0	0	(50)
Corporate Services 1&2		500	158	103	(55)	369	(131)	36	60	(227)
Housekeeping	Other Savings plans	1,250	278	316	38	974	(276)	110	239	(625)
WLI	Workforce (Medical)	150	0	0	0	0	(150)	0	(150)	0
Drug Spend	Hospital Medicine and Pharmacy	180	5	69	64	179	(1)	0	0	(1)
<b>Total Other</b>		<b>2,880</b>	<b>607</b>	<b>612</b>	<b>5</b>	<b>1,943</b>	<b>(937)</b>	<b>146</b>	<b>(179)</b>	<b>(903)</b>
<b>Grand Total</b>		<b>8,890</b>	<b>1,902</b>	<b>1,922</b>	<b>20</b>	<b>5,399</b>	<b>(3,491)</b>	<b>254</b>	<b>(2,614)</b>	<b>(1,131)</b>
Assumed Slippage		(692)	0	0	0		692		692	
<b>Revised Total</b>		<b>8,198</b>	<b>1,902</b>	<b>1,922</b>	<b>20</b>	<b>5,399</b>	<b>(2,799)</b>	<b>254</b>	<b>(1,922)</b>	<b>(1,131)</b>

The Trust has identified and introduced cost changes that will realise savings in year amounting to £5.399 million. This compares with the budgeted Waste Reduction reduction required of £8.198 million. The Trust is therefore presenting in the forecast outturn a shortfall of £2.799 million.

That said, in year the Trust has realised further cost savings in respect of financing costs amounting to £1.3 million, this being a product of the revaluation of Trust estate.

#### B Additional expenditure

During the year the Trust has committed to further expenditure changes. These are presented in the table below:

Area	Narrative	Pay	Non Pay	Total
ED Spend	Medical/Consultant Spend	(1,459)		(1,459)
	Escalation Areas above Budget	(335)		(335)
	A&E Trackers	(69)		(69)
<b>ED Spend</b>	<b>Total</b>	<b>(1,863)</b>	<b>0</b>	<b>(1,863)</b>
Emergency Medicine Spend	RN Fill Rate	(572)		(572)
	HCA Unavailability	(79)		(79)
	Escalation Areas above Budget	(248)		(248)
	Medical Staff (Weekend Cover)	(150)		(150)
	Medical Staff (AMU Discharge GPs)	(120)		(120)
	Care Group Management Structure	(50)		(50)
<b>Emergency Medicine Spend</b>	<b>Total</b>	<b>(1,219)</b>	<b>0</b>	<b>(1,219)</b>
Scheduled Care Spend	Day Surgery & Escalation	(151)		(151)
	Loss of Theatre Capacity	(475)		(475)
	Fill Rate	(484)		(484)
	Blood/Drugs		(125)	(125)
<b>Scheduled Care Spend</b>	<b>Total</b>	<b>(1,110)</b>	<b>(125)</b>	<b>(1,235)</b>
W&C Spend	Legacy Case Review	(100)		(100)
<b>W&amp;C Spend</b>	<b>Total</b>	<b>(100)</b>	<b>0</b>	<b>(100)</b>
Support Services Spend	Pathology Roche Contract		(1,070)	(1,070)
	Radiology Outsourcing		(264)	(264)
	Drugs		(558)	(558)
<b>Support Services Spend</b>	<b>Total</b>	<b>0</b>	<b>(1,892)</b>	<b>(1,892)</b>
Corporate Spend	Care Group Management Support	(153)		(153)
	Clinical Site Management	(100)		(100)
	Additional Director	(37)		(37)
	Advertising/Recruitment		(145)	(145)
	Legal Fees		(80)	(80)
	PR		(30)	(30)
	Estate Maintenance/CQC		(379)	(379)
	Laundry/Postage		(140)	(140)
<b>Corporate Spend</b>	<b>Total</b>	<b>(290)</b>	<b>(774)</b>	<b>(1,064)</b>
<b>Total</b>				<b>6,773</b>

A review of these spending commitments is presently being undertaken to determine opportunity to reduce the scale of commitment and consequences associated with any decisions taken.

These new spending areas amount to £6.773 million.

#### Reason for forecast deficit

The forecast outturn for the year and reasons for the outturn is then summarised as follows:

	£000's
Control total pre PSF	(15,439)
Activity over performance	1,240
Underachieved CIP	(2,799)
Additional expenditure	(6,773)
Reduced finance costs	<u>321</u>
26,450	
Potential finance benefits:	
MRET funds	1,380
Private Practice	300
Urology activity	200
Weekly pay	<u>400</u>
	(24,170)

accordingly, producing an increased forecast outturn deficit for the year of £5.731 million.

## 5. 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 5 (August 2018)								
Scheme	2018/19 Capital Budget	2018/19 Spend to date	Expenditure committed - ordered	Total expenditure/ committed to date	Expenditure committed - to be ordered	Scheme yet to be identified	Forecast Outturn	Variance under/ (over) spend
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
<b>Outstanding Commitments from 2017/18</b>	<b>200</b>	<b>41</b>	<b>91</b>	<b>132</b>	<b>30</b>	<b>38</b>	<b>200</b>	<b>0</b>
<b>Pre-Committed Schemes</b>								
PC Ophthalmology move into Copthorne Building - Phase 3	1,196	3	970	973	223	0	1,196	0
PC In House costs of delivery of schemes	820	298	401	699	121	0	820	0
PC Replacement Linac (ref Lingen Davies Grant) Equipment	1,770	1,759	1	1,760	0	0	1,760	10
PC RSH MLU/PAU - P2 FCHS	402	171	240	411	0	0	411	-9
PC Subway Duct - RSH (further phases following on from 2017/18 agreement)	200	0	2	2	198	0	200	0
Contingency Fund - Estates	250	20	91	110	210	30	350	-100
Contingency Fund - Medical Equipment	250	94	19	112	0	138	250	0
Contingency Fund - IT Equipment	250	27	0	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	157	0	156	156	0	1	157	0
Contingency Fund - Facilities Equipment	50	5	1	6	0	44	50	0
Contingency Fund - Patient Environment (inc Furniture)	50	0	0	0	0	50	50	0
<b>Total Delegated Contingency Funds</b>	<b>1,157</b>	<b>145</b>	<b>267</b>	<b>412</b>	<b>210</b>	<b>636</b>	<b>1,257</b>	<b>-100</b>
Capitalisation of Expenditure	1,820	507	959	1,466	354	0	1,820	0
<b>Corporate Contingency (In Year Allocations)</b>	<b>698</b>	<b>141</b>	<b>29</b>	<b>170</b>	<b>118</b>	<b>412</b>	<b>699</b>	<b>-1</b>
CC - PRH Maternity US Scanner	64	64	0	64	0	0	64	0
CC - 6 Facet Survey Update	20	15	5	20	0	0	20	0
CC - Clinic 6/Colposcopy Upgrade	21	0	22	22	0	0	22	-1
CC - Estates Strategy Refresh	20	19	0	19	1	0	20	0
CC - Consultant Histologist Accommodation - Phase 2	50	43	0	43	7	0	50	0
CC - PRH Clinic 11 Breast Imaging Redesign 18.19	22	0	0	0	22	0	22	0
CC - PRH Temperature Control for Pharmacy Supplies	70	0	2	2	68	0	70	0
CC - Video Conferencing at SBP	19	0	0	0	19	0	19	0
<b>Estates Risks Rated Priority 1</b>								
Estates Risks Priority 1: Asbestos	145	43	0	43	102	0	145	0
Estates Risks Priority 1: Fire ( Potential Enforcement Notice)	200	66	42	108	92	0	200	0
Estates Risks Priority 1: Ward refurbishment works whilst wards decan	100	64	27	91	9	0	100	0
Estates Risks Rated Priority 1: Roadways/pathways/external lighting	79	9	17	26	53	0	79	0
Medical Equipment Replacement Priority 1	170	0	0	0	170	0	170	0
IT Replacement Priority 1	113	0	0	0	113	0	113	0
<b>New In Year Capital Projects</b>								
NIY - NHS WIFI in Secondary Care (PDC Allocation)	205	0	0	0	205	0	205	0
NIY - Additional Bed Capacity - 30 bedded ward 'Agreed At Risk'	0	0	107	107	-107	0	0	0
<b>Total Capital Schemes</b>	<b>9,275</b>	<b>3,246</b>	<b>3,154</b>	<b>6,400</b>	<b>1,889</b>	<b>1,086</b>	<b>9,375</b>	<b>-100</b>
Overcommitted/Unallocated	0	0	0	0	0	0	0	0
<b>Total</b>	<b>9,275</b>	<b>3,246</b>	<b>3,154</b>	<b>6,400</b>	<b>1,889</b>	<b>1,086</b>	<b>9,375</b>	<b>-100</b>

At Month 05, the Internal Capital Resource Limit (CRL) for 2018/19 has increased to £9.275m following receipt of £0.205m PDC and an increase to Internally Generated CRL of £0.620m:

- £9.070m Internally Generated CRL
- £0.205m NHS WiFi in Secondary Care
- **£9.275m CRL**

The overall position at Month 5 (*ie end of August 2018*) is detailed on attached, in summary (excluding the expenditure committed 'at risk' in relation to Ward 19):

<b>Status</b>	<b>£m</b>	<b>%</b>
Expensed	3.246	35.00
Ordered - not yet expensed	3.046	32.84
Committed – not yet ordered or expensed	1.997	21.53
Schemes yet to be identified ( <i>reduced in respect of forecast overspend of £100k</i> )	0.986	10.63

The above shows a forecast overspend of £0.100m which is due to additional pressures on the Estates Contingency Fund. As an overspend of CRL is not allowable, funding needs to be identified or commitments decreased.

It should be noted that there **only remains £0.412m** in Corporate Contingency for the remaining seven months of the financial year.



## 6. Trust cash position

The Shrewsbury and Telford Hospital NHS Trust										Cashflow 2019/20				
Cashflow - 2018/19														
	Actual	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Total To Date	Forecast	Forecast	Forecast	Forecast	Forecast
	August Month	September Month	October Month	November Month	December Month	January Month	February Month	March Month	And Forecast	April Month	May Month	June Month	July Month	August Month
	£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
Balance B/fwd	6,366	3,676	3,535	3,046	1,700	1,700	821	155	1,649	(4,029)	(2,053)	(3,031)	(3,815)	(3,934)
I&E Cashflow														
INCOME														
Income I&E/Donated & PSF	28,516	29,430	33,204	28,479	31,819	31,825	31,057	39,584	370,317	31,892	29,582	29,750	30,819	29,305
PAY														
Pay I&E	(22,154)	(21,803)	(21,592)	(21,561)	(21,688)	(21,757)	(21,654)	(21,218)	(255,408)	(20,385)	(20,621)	(20,538)	(20,843)	(21,044)
NON PAY														
Non Pay I&E	(9,566)	(9,290)	(12,032)	(10,318)	(10,168)	(10,588)	(7,831)	(11,824)	(117,612)	(8,997)	(9,406)	(9,233)	(9,332)	(9,584)
Finance Costs														
Finance Costs I&E	(95)	(1,624)	1	1	(70)	(57)	(128)	(1,608)	(3,620)	(39)	(39)	(39)	(39)	(39)
Capital														
Capital Expenditure (inc Donated)	(474)	(2,332)	(628)	(1,275)	(449)	(941)	(1,203)	(1,984)	(10,770)	(494)	(494)	(724)	(724)	(924)
Total I&E Cashflow	(3,773)	(5,619)	(1,048)	(4,674)	(556)	(1,517)	241	2,950	(17,094)	1,976	(978)	(784)	(119)	(2,286)
External funding														
Revolving Working Capital - I&E Deficit	1,310	2,560		2,954	260				8,615					2,214
Loan facility to cover non-receipt of PSF					1,204	1,545			2,749					
Repayment of RWC - on receipt of PSF 1819									0					
PDC Allocation - NHS WiFi in Secondary Care (Expenditure)								(205)	(205)					
PDC Allocation - NHS WiFi in Secondary Care (Income)								205	205					
Total Loan Cashflow	1,310	2,560	0	2,954	1,464	1,545	0	0	11,364	0	0	0	0	2,214
Balance sheet Changes														
Total Balance Sheet Changes	(227)	2,918	559	374	(907)	(907)	(907)	(7,134)	51	0	0	0	0	0
Total Cashflow	(2,690)	(141)	(489)	(1,346)	0	(879)	(666)	(4,184)	(5,678)	1,976	(978)	(784)	(119)	(72)
Balance C/fwd	3,676	3,535	3,046	1,700	1,700	821	155	(4,029)	(4,029)	(2,053)	(3,031)	(3,815)	(3,934)	(4,006)

The above cashflow is based on the most likely variance to the Trust's pre PSF control total of £5.731m. The above assumes that the Trust will receive cash support for the non-receipt of its total PSF ie shortfall of £2.749m. As no cash support will be available for the Trust's deficit over its agreed control total, there is a shortfall in cash of £5.731m. The Trust is required to hold a minimum cash balance of £1.700m.

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. To date the Trust has drawn £2.841m of loan, with a further £2.560m being received in September. The Trust has not needed to draw loan to cover all of the reported I&E deficit to date of as it currently benefits from cashflow differences relating to prior year. However these benefits will 'unwind' as the year progresses and the Trust will require cash support to underpin the reported I&E deficit.

## 7. Receivables/Payables

### 7.1 Receivables

Accounts Receivable aged debt summary as at 31 August 2018:

	1-30 Days	31-60 Days	61+ Days	Total
	£000	£000	£000	£000
NHS (English)	1,194	1,613	1,889	4,696
NHS (Non-English)	42	4	2,309	2,355
Private Patients	24	16	28	68
Other*	319	59	204	582
<b>Total</b>	<b>1,579</b>	<b>1,692</b>	<b>4,430</b>	<b>7,701</b>

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

The outstanding receivables balances as at 31 August 2018 over £0.100m are:

	1-30 Days	31-60 Days	61+ Days	Total
	£000	£000	£000	£000
NHS England Commissioning*	721	1,180	1,370	3,271
Powys LHB	10	0	1,653	1,663
Betsi Cadwaladr	0	0	559	559
RJAH	175	85	235	495
Shropshire Community Health NHST	49	60	125	234
Shropshire CCG	-14	184	5	175
CP Plus	160	0	0	160
Welsh Health Specialised Services	15	0	93	108

\*The NHS England 1-30 days balance includes £0.484m of invoices raised in advance for Month 6 contract income to ensure payment is received during September 2018.

There were three credit notes raised over £0.100m in August 2018 all in respect of final adjustments to the 2017/18 forecast outturn invoices:

Telford & Wrekin CCG £168,928

Powys LHB £191,708

NHS England £407,754.

### 7.2 Payables

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

	1-30 Days	31-60 Days	61+ Days	Total
	£000s	£000s	£000s	£000s
NHS	163	140	795	1,098
Non- NHS	9,089	3,082	1,581	13,752
<b>Total</b>	<b>9,252</b>	<b>3,222</b>	<b>2,376</b>	<b>14,850</b>

## Appendix

### Pay Spend

	Jan – Mar-16	Apr- Jun-16	Jul- Sep-16	Oct- Dec-16	Jan- Mar-17	Apr- Jun-17	Jul- Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-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
Consultants	3,218	3,361	3,443	3,503	3,396	3,491	3,550	3,554	3,507	3,632	3,547	3,374	3,725	3,528	3,598	3,724	3,689	3,557
Medical Staffing	2,268	2,133	2,230	2,241	2,193	2,228	2,229	2,381	2,361	2,415	2,490	2,424	2,655	2,379	2,486	2,505	2,396	2,421
Nursing	7,619	7,649	7,581	7,694	8,022	8,117	8,124	7,924	8,002	7,989	8,079	8,233	8,108	8,337	8,146	8,112	8,241	8,424
Other Clinical	2,477	2,581	2,587	2,561	2,594	2,612	2,641	2,680	2,673	2,685	2,642	2,656	2,662	2,700	2,740	2,746	2,773	2,942
Non Clinical	3,492	3,573	3,601	3,603	3,550	3,787	3,784	3,829	3,829	3,769	3,816	3,821	3,898	3,895	3,856	3,938	3,980	4,407
Actual Pay Spend £	19,074	19,296	19,441	19,602	19,755	20,235	20,328	20,367	20,371	20,490	20,575	20,508	21,048	20,840	20,826	21,025	21,079	21,751
Consultants	240	246	247	250	249	252	254	251	253	253	252	251	251	250	250	251	252	249
Medical Staffing	349	340	356	357	361	365	336	340	353	345	341	344	350	349	361	361	356	381
Nursing	2,416	2,355	2,358	2,390	2,412	2,392	2,398	2,443	2,444	2,416	2,453	2,489	2,488	2,414	2,400	2,404	2,399	2,380
Other Clinical	795	793	805	807	811	809	818	825	830	826	816	824	819	826	845	847	850	853
Non Clinical	1,526	1,533	1,548	1,550	1,541	1,550	1,571	1,574	1,578	1,567	1,565	1,580	1,595	1,583	1,578	1,581	1,586	1,587
Actual Pay wte	5,327	5,267	5,313	5,354	5,374	5,368	5,377	5,434	5,459	5,407	5,427	5,488	5,503	5,422	5,433	5,444	5,443	5,450

### Agency Usage

	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-Sep 2017 £000's	Average Oct 2017 £000's	Nov 2017 £000's	Dec 2017 £000's	Jan 2018 £000's	Feb 2018 £000's	Mar 2018 £000's	Apr 2018 £000's	May 2018 £000's	Jun 2018 £000's	Jul 2018 £000's	Aug 2018 £000's
Consultants	217	212	286	256	255	291	322	297	274	244	245	195	309	228	288	294	348	228
Medical Staff	478	282	307	309	265	236	277	460	493	503	479	413	463	272	410	310	367	278
Nursing	527	508	516	567	910	894	988	771	720	772	774	821	909	683	770	780	794	659
Other Clinical	52	61	51	32	41	27	40	46	39	42	25	26	42	29	44	25	25	12
Non clinical	55	43	52	17	1	4	21	20	2	0	3	3	0	-1	2	0	0	0
Total Agency Staff	1,329	1,107	1,213	1,180	1,472	1,452	1,647	1,594	1,528	1,561	1,526	1,458	1,724	1,211	1,514	1,409	1,534	1,177

	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-Sep 2017 WTE	Average Oct 2017 WTE	Nov 2017 WTE	Dec 2017 WTE	Jan 2018 WTE	Feb 2018 WTE	Mar 2018 WTE	Apr 2018 WTE	May 2018 WTE	Jun 2018 WTE	Jul 2018 WTE	Aug 2018 WTE
Consultants	10	11	14	14	13	14	15	13	15	13	12	10	12	10	12	13	14	13
Medical Staff	38	28	33	28	26	25	24	30	40	41	37	37	37	27	35	34	36	28
Nursing	101	86	92	99	140	135	142	128	129	134	145	162	162	116	121	129	134	114
Other Clinical	12	10	9	7	8	8	6	8	7	6	5	4	8	6	7	6	5	5
Non Clinical	11	11	13	6	2	1	1	0	2	1	0	0	0	0	0	0	0	0
Total Agency Staff	172	146	161	155	155	184	189	179	192	194	198	213	219	160	175	183	189	160

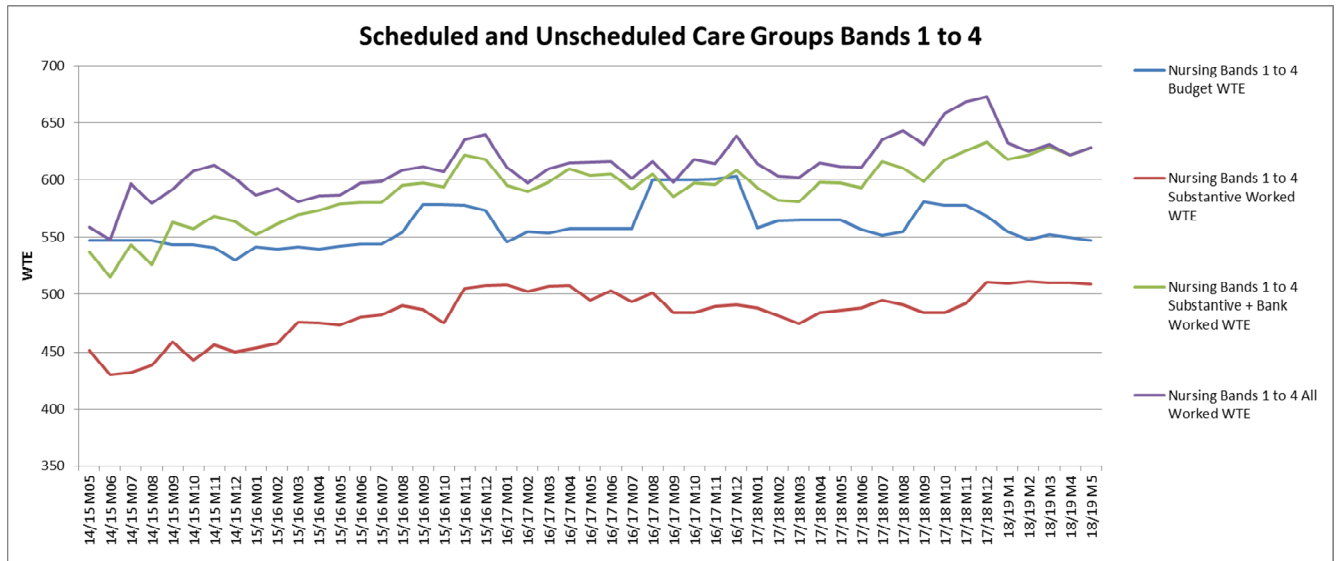
### Bank Usage

	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-Sep 2017 £000's	Average Oct 2017 £000's	Nov 2017 £000's	Dec 2017 £000's	Jan 2018 £000's	Feb 2018 £000's	Mar 2018 £000's	Apr 2018 £000's	May 2018 £000's	Jun 2018 £000's	Jul 2018 £000's	Aug 2018 £000's
Nursing	738	524	557	581	584	649	637	594	683	702	592	778	638	890	719	725	597	673
Other Clinical	39	45	45	30	29	28	35	37	30	34	28	27	29	38	24	29	42	45
Non Clinical	135	154	154	140	119	108	122	110	108	110	89	112	108	169	133	126	155	201
Total Bank Staff	912	723	756	751	732	786	794	741	821	846	709	917	776	1,098	876	880	793	920

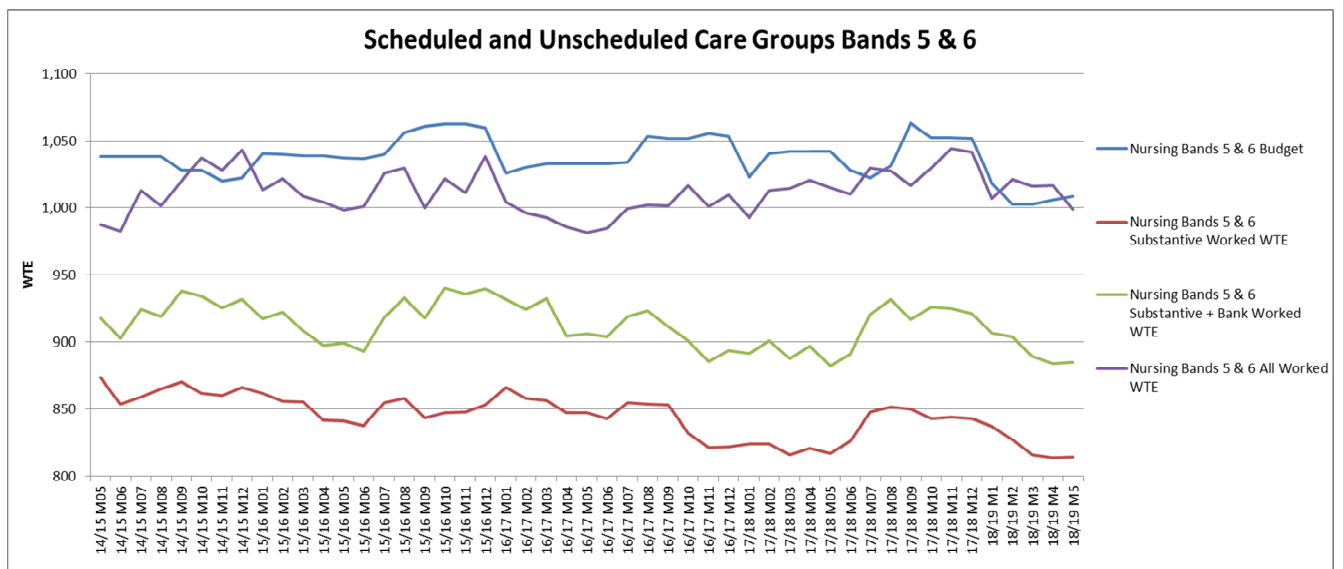
	Average Jan-Mar 2016 WTE	Average Apr-Jun 2016 WTE	Average Jul-Sep 2016 WTE	Average Oct-Dec 2016 WTE	Average Jan-Mar 2017 WTE	Average Apr-Jun 2017 WTE	Average Jul-Sep 2017 WTE	Average Oct 2017 WTE	Nov 2017 WTE	Dec 2017 WTE	Jan 2018 WTE	Feb 2018 WTE	Mar 2018 WTE	Apr 2018 WTE	May 2018 WTE	Jun 2018 WTE	Jul 2018 WTE	Aug 2018 WTE
Nursing	225	167	182	182	196	193	195	214	217	194	230	232	222	194	208	214	203	214
Other Clinical	12	10	12	11	10	12	15	12	11	10	10	12	12	11	10	11	17	16
Non Clinical	71	71	72	66	49	46	55	45	50	45	50	51	62	61	63	64	67	72
Total Bank Staff wte	308	248	265	259	256	252	265	271	278	250	290	294	296	265	281	288	287	302

## Nursing spending - Scheduled and Unscheduled Care Groups

### Unqualified

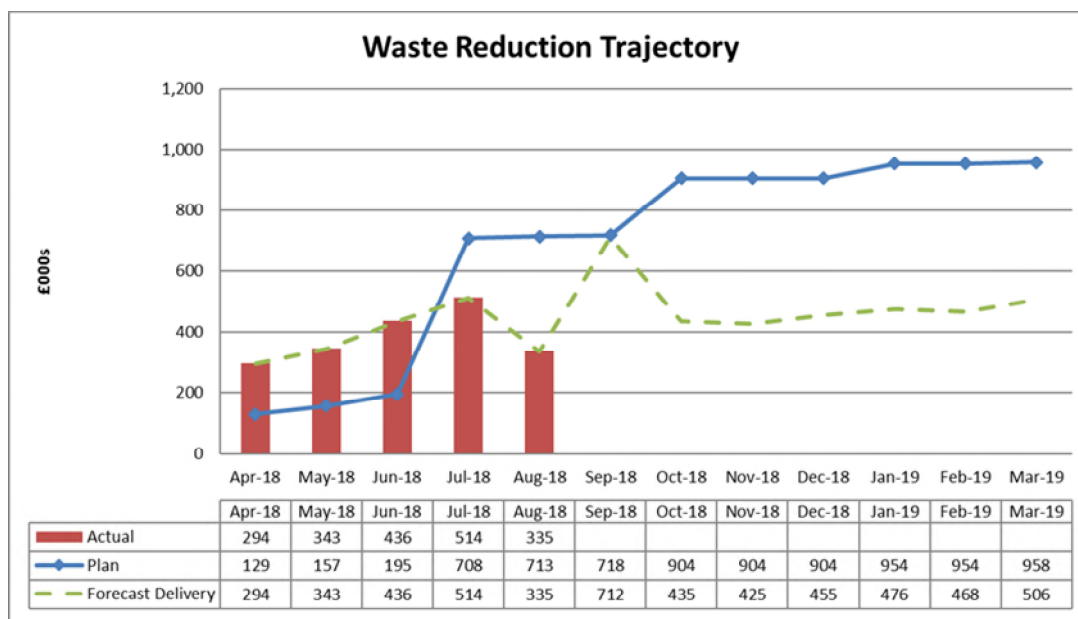


### Qualified



## Waste Reduction Programme

### Waste Reduction Trajectory v Actual and Forecast



Against the YTD plan of £1.902m, £1.922m has been delivered, with a positive variance of £0.020m, forecast delivery is £5.399m, a shortfall of £2.799m.

In month, those plans which are phased equally across the quarters e.g. Procurement and Corporate services 1 saw shortfalls against the plan.

- Unavailability is showing a negative variance YTD due to mandated statutory training having an impact on the fill rate
- Bed Escalation is no longer over delivering following CQC guidance for the Trust to adhere to its boarding policies which required Wards to be opened up, the financial review and impact to deliver the savings has been risk adjusted

## Appendix 1: Waste Reduction Assurance Dashboard

Schemes			Assurance				Indicator			
Waste Reduction Milestone	Full year effect	Part year effect	PID	QIA	PLAN	FINANCE TRACKER	Is the task Defined?	Is there a plan?	Is there ownership of plan delivery?	Are we delivering?
Procurement Savings	1,400	1,300	G	G	AG	AG	G	AG	AG	AG
Unavailability - restrict to 24 per cent by July	1,280	960	G	A	G	A	G	A	G	RA
Addressing Income Reduction - cost savings	2,000	1,500	A	A	A	A	A	A	AG	A
Theatres, Outpatients, Endoscopy	1,000	750	A	G	AG	A	AG	AG	G	A
Ophthalmology Consolidation	100	50	A	G	G	A	AG	A	A	R
Corporate Services 1	400	400	G	G	A	A	AG	A	AG	A
Corporate Services 2	100	100	A	G	G	G	G	G	G	G
Housekeeping - 2 % savings	2,000	1,250	AG	G	A	AG	A	A	AG	A
Reduce Escalation by 1st July	1,400	700	A	RA	A	A	G	A	AG	A
Nurse Agency premium mgt - Tier 1 Oct	3,100	1,550	G	A	A	A	G	A	G	A
WLI Review £150 to NHSI cap rate £120	450	150	R	RA	RA	R	R	RA	RA	R
Drug Spend - £7.2 million - 5 per cent	360	180	RA	G	AG	AG	G	AG	G	AG

To be noted:

- All schemes rated AG for QIA, are pending Executive review.
- RA indicates a full QIA is required or initial assessment to be completed
- Column “are we delivering,” determines whether the overall scheme will deliver the target savings

## Appendix 2: Waste Reduction RAG Status by scheme

Schemes			Status of PYE			
Waste Reduction Milestone	Full year effect	Part year effect	Failed to Deliver / (Over delivery)	RED	AMBER	GREEN
			Not identified and at risk of delivery / (Not at risk over delivery)	Currently being scoped or at risk of delivery	Identified and planned to deliver, but element of risk associated	Delivering or will deliver with certainty
Procurement Savings	1,400	1,300	228	127	316	629
Unavailability - restrict to 24 per cent by July	1,280	960	742	0	158	60
Addressing Income Reduction - cost savings	2,000	1,500	976	0	0	524
Theatres, Outpatients, Endoscopy	1,000	750	328	0	129	293
Ophthalmology Consolidation	100	50	50	0	0	0
Corporate Services 1	400	400	131	0	23	246
Corporate Services 2	100	100	0	0	0	100
Housekeeping - 2 % savings	2,000	1,250	276	28	203	743
Reduce Escalation by 1st July	1,400	700	151	0	120	429
Nurse Agency premium mgt - Tier 1 Oct	3,100	1,550	458	0	559	533
WLI Review £150 to NHSI cap rate £120	450	150	150	0	0	0
Drug Spend - £7.2 million - 5 per cent	360	180	1	0	0	179
<b>Total</b>	<b>13,590</b>	<b>8,890</b>	<b>3,491</b>	<b>155</b>	<b>1,507</b>	<b>3,737</b>
Assumed Slippage		692	(692)			
<b>Revised Total</b>		<b>8,198</b>	<b>2,799</b>	<b>155</b>	<b>1,507</b>	<b>3,737</b>

- In month, some Amber schemes have moved to green, however Red schemes have moved to failing to deliver.



**Statement of Financial Position**

	<b>March 18</b> <b>£000</b>	<b>July 18</b> <b>£000</b>	<b>August 18</b> <b>£000</b>	<b>Variance to</b> <b>March 18</b> <b>£000</b>	<b>Variance to</b> <b>July 18</b> <b>£000</b>
Property, Plant and Equipment	154,334	154,274	153,870	(464)	(404)
Intangible Assets	3,118	2,801	2,740	(378)	(61)
Trade and Other Receivables	1,370	445	666	(704)	221
<b>Total Non Current Assets</b>	<b>158,822</b>	<b>157,520</b>	<b>157,276</b>	<b>(1,546)</b>	<b>(244)</b>
Inventories	7,769	8,113	7,984	215	(129)
Trade and Other Receivables	18,610	22,817	24,339	5,729	1,522
Cash and Cash Equivalents	1,700	6,352	3,716	2,016	(2,636)
<b>Total Current Assets</b>	<b>28,079</b>	<b>37,282</b>	<b>36,039</b>	<b>7,960</b>	<b>(1,243)</b>
Trade and Other Payables	(28,183)	(40,166)	(39,333)	(11,150)	833
DOH loans	(15,200)	(15,200)	(15,200)	0	0
Provisions	(532)	(374)	(398)	134	(24)
Other liabilities - Deferred Income	(1,166)	(2,532)	(1,343)	(177)	1,189
<b>Total Current Liabilities</b>	<b>(45,081)</b>	<b>(58,272)</b>	<b>(56,274)</b>	<b>(11,193)</b>	<b>1,998</b>
<b>Net Current Assets/Liabilities</b>	<b>(17,002)</b>	<b>(20,990)</b>	<b>(20,235)</b>	<b>(3,233)</b>	<b>755</b>
<b>Total Assets less Current Liabilities</b>	<b>141,820</b>	<b>136,530</b>	<b>137,041</b>	<b>(4,779)</b>	<b>511</b>
DOH loans	(24,209)	(25,740)	(27,050)	(2,841)	(1,310)
Provisions	(159)	(159)	(143)	16	16
<b>Total Assets Employed</b>	<b>117,452</b>	<b>110,631</b>	<b>109,848</b>	<b>(7,604)</b>	<b>(783)</b>
<b>Financed by:</b>					
Public dividend capital	201,372	201,372	201,372	0	0
Income and expenditure reserve	(111,643)	(118,464)	(119,247)	(7,604)	(783)
Revaluation reserve	27,723	27,723	27,723	0	0
<b>Total Taxpayers' Equity</b>	<b>117,452</b>	<b>110,631</b>	<b>109,848</b>	<b>(7,604)</b>	<b>(783)</b>