

Trust Performance Report Month 06

Trust Board
25th October 2018



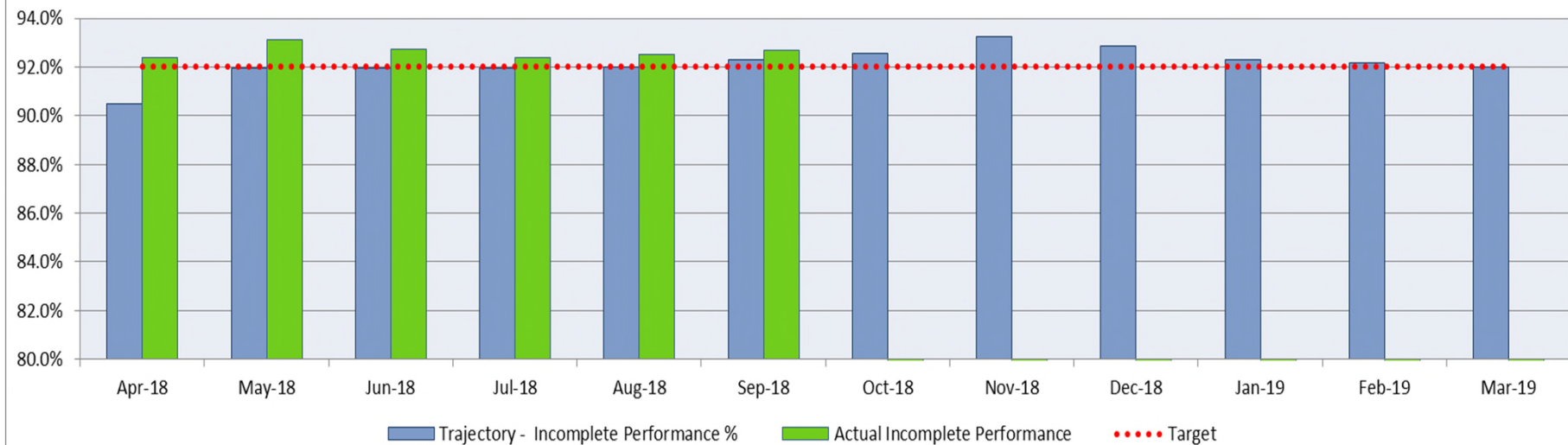
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RTT



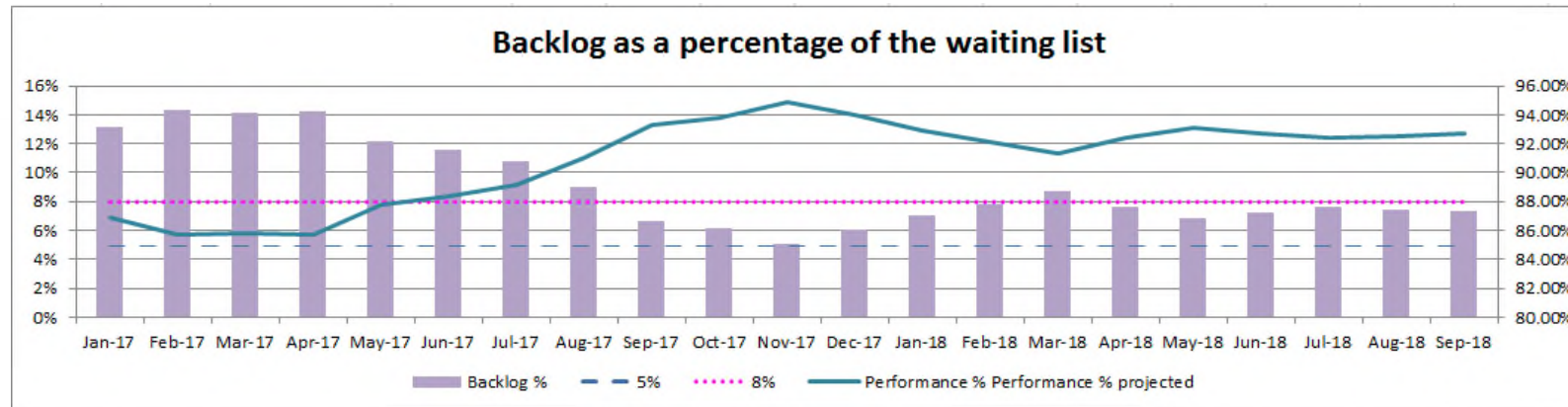
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Elective Activity - RTT 2018/2019 Trajectory

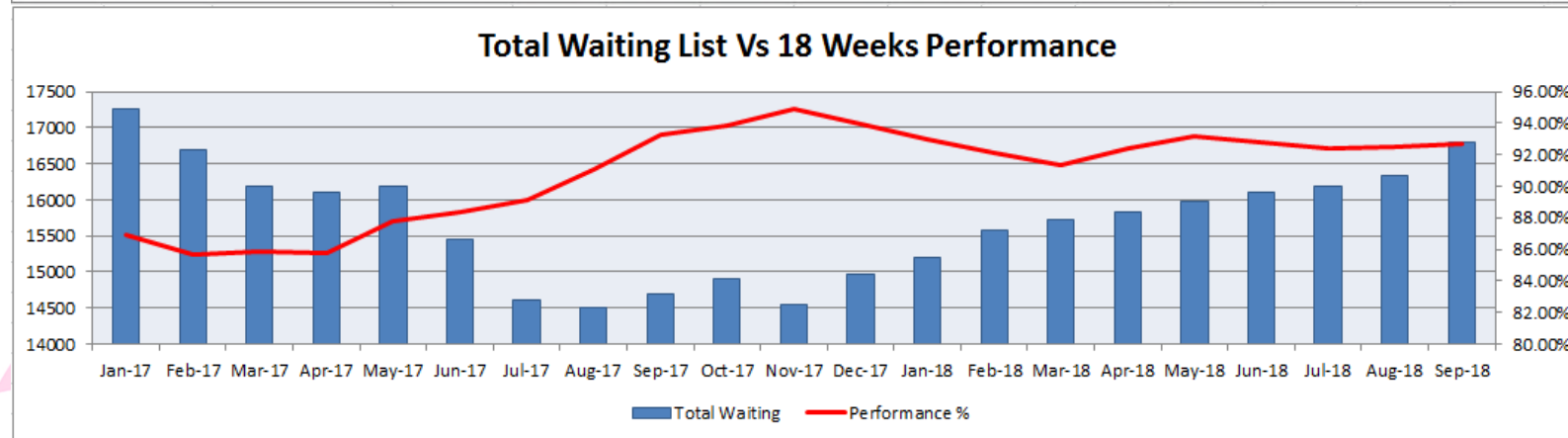


| | Apr-18 | May-18 | Jun-18 | Jul-18 | Aug-18 | Sep-18 | Oct-18 | Nov-18 | Dec-18 | Jan-19 | Feb-19 | Mar-19 |
|--|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Referral to treatment Incomplete Trajectory - >18 w weeks | 1,498 | 1,260 | 1,259 | 1,255 | 1,250 | 1,200 | 1,150 | 1,050 | 1,115 | 1,200 | 1,225 | 1,250 |
| Referral to treatment Incomplete 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 Incomplete Actual - >18 w weeks | 1206 | 1096 | 1168 | 1229 | 1223 | 1229 | | | | | | |
| Referral to treatment Incomplete Actual - Total patients | 15827 | 15981 | 16106 | 16185 | 16339 | 16794 | | | | | | |
| Actual Incomplete Performance | 92.4% | 93.1% | 92.7% | 92.4% | 92.5% | 92.7% | | | | | | |

RTT Summary September 2018



September's RTT performance was 92.68% against a national target of 92.0%.



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.

To note there are 4 specialties which are not currently achieving 92% target, these are: Urology, Respiratory, Oral Surgery and ENT.

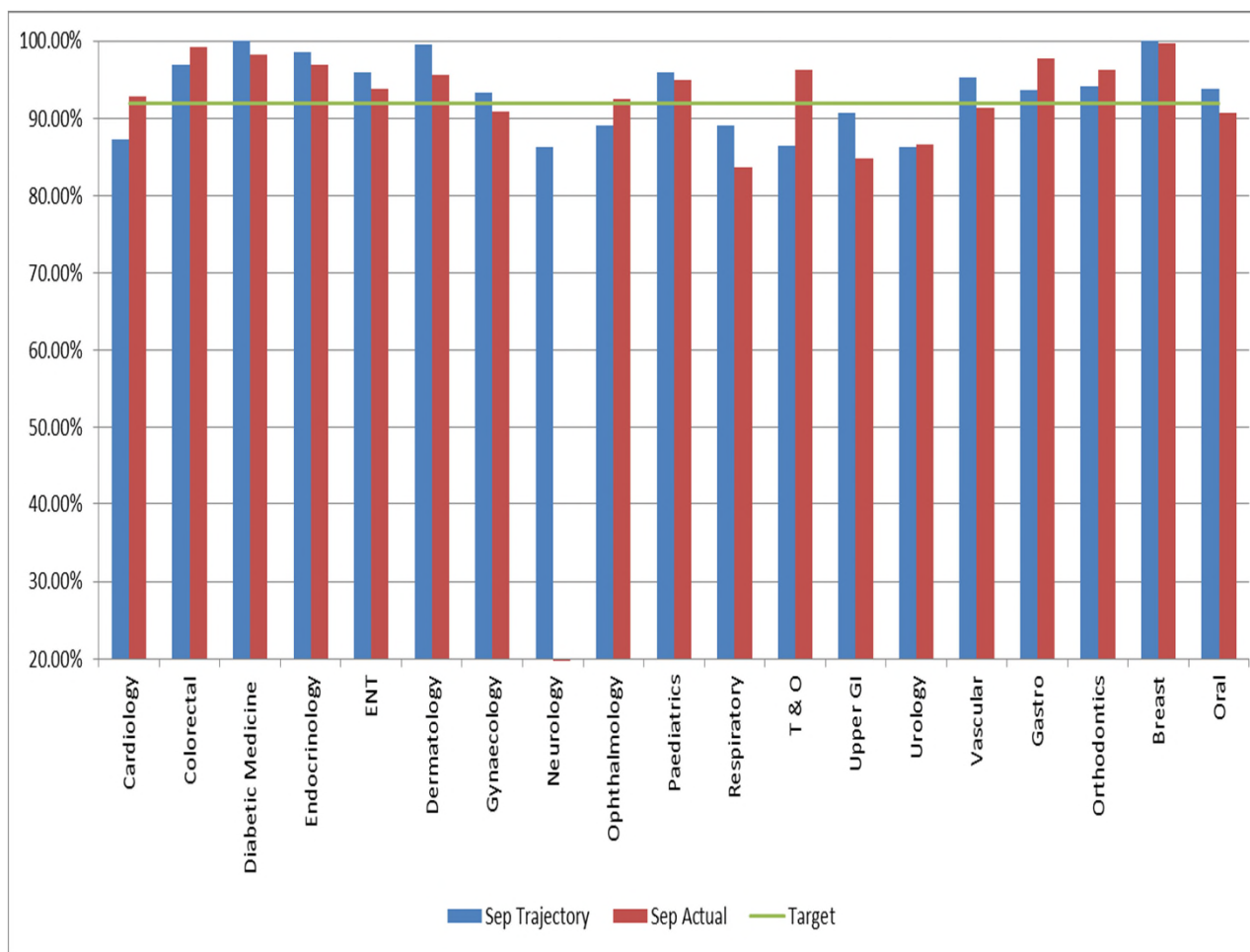
Pressures

- Urology – Prioritising patients on cancer pathway
- Respiratory – Non-admitted. Managing service and long waiters. Balancing past-max waits.
- Oral & ENT – Marginally below 92% due to reduced theatre capacity as a result of RSH Theatres 10 & 11 closing

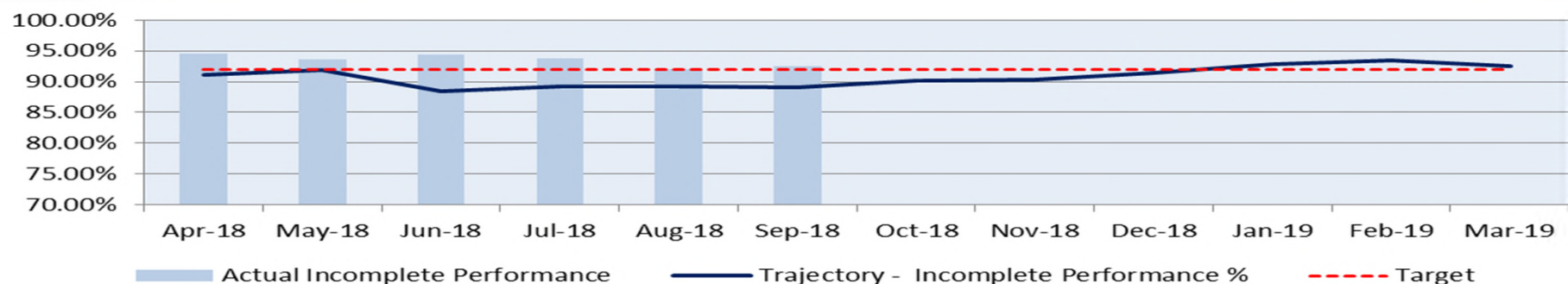


Speciality Performance Against Trajectory Combined

| Specialty | Sep Trajectory | Sep Actual | Variance |
|--------------------------|----------------|---------------|----------|
| Cardiology | 87.32% | 92.90% | 5.58% |
| Colorectal | 96.90% | 99.17% | 2.27% |
| Diabetic Medicine | 100.00% | 98.28% | -1.72% |
| Endocrinology | 98.57% | 96.99% | -1.58% |
| ENT | 95.95% | 93.86% | -2.09% |
| Dermatology | 99.47% | 95.56% | -3.91% |
| Gynaecology | 93.34% | 90.80% | -2.54% |
| Neurology | 86.25% | 0.00% | -86.25% |
| Ophthalmology | 89.08% | 92.46% | 3.38% |
| Paediatrics | 95.96% | 94.99% | -0.97% |
| Respiratory | 89.07% | 83.65% | -5.42% |
| T & O | 86.43% | 96.21% | 9.78% |
| Upper GI | 90.75% | 84.89% | -5.86% |
| Urology | 86.34% | 86.58% | 0.24% |
| Vascular | 95.27% | 91.37% | -3.90% |
| Gastro | 93.63% | 97.67% | 4.04% |
| Orthodontics | 94.19% | 96.28% | 2.09% |
| Breast | 100.00% | 99.67% | -0.33% |
| Oral | 93.78% | 90.75% | -3.03% |
| Total Incompletes | 15600 | 16794 | 1194 |
| <18 | 14400 | 15565 | 1165 |
| BACKLOG | 1200 | 1229 | 29 |
| Total Performance | 92.31% | 92.68% | 0.37% |

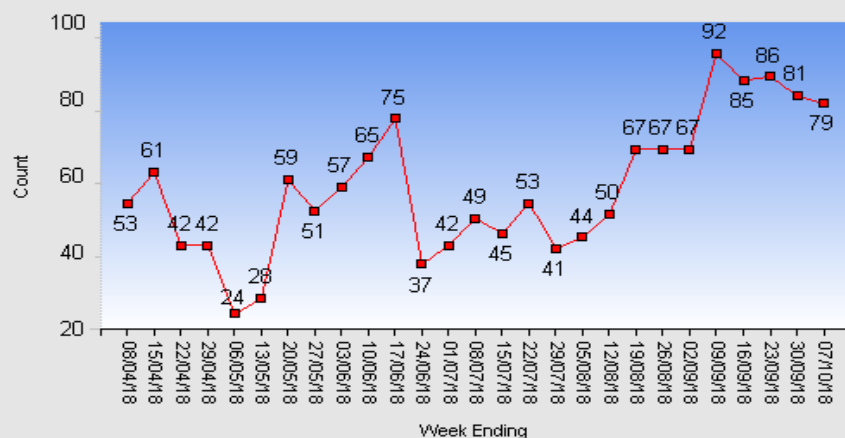


RTT - Ophthalmology

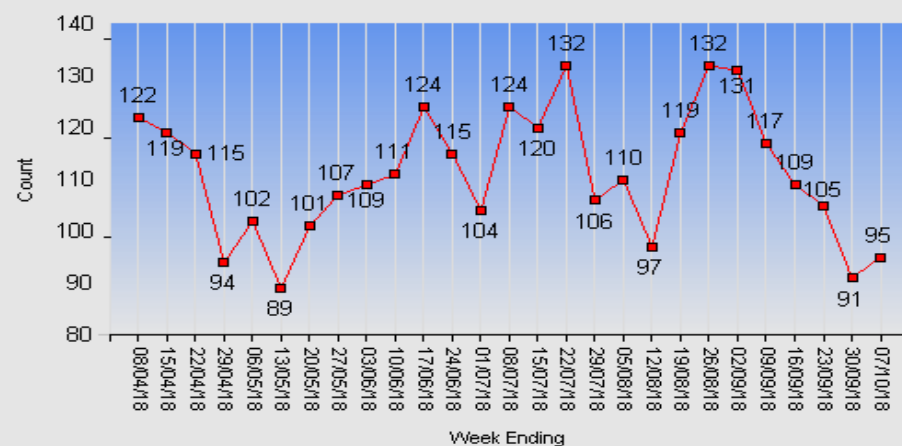


| Ophthalmology | Apr-18 | May-18 | Jun-18 | Jul-18 | Aug-18 | Sep-18 | Oct-18 | Nov-18 | Dec-18 | Jan-19 | Feb-19 | Mar-19 |
|---|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Referral to treatment Incompletes Trajectory - >18 weeks | 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 | 188 | | | | | | |
| Referral to treatment Incompletes Actual - Total patients | 2383 | 2551 | 2551 | 2471 | 2561 | 2493 | | | | | | |
| Actual Incomplete Performance | 94.59% | 93.53% | 94.32% | 93.81% | 92.11% | 92.46% | | | | | | |
| 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% |

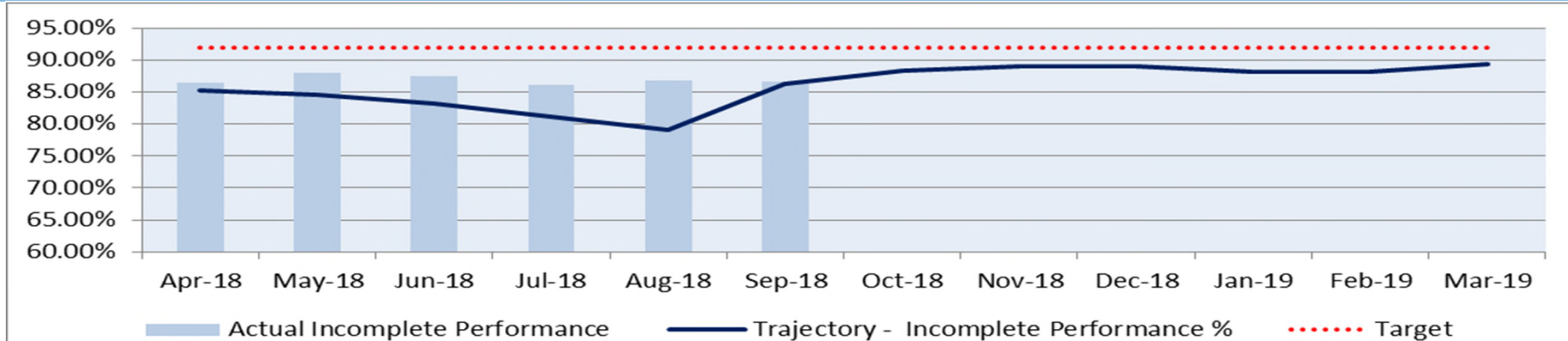
Non-Admitted Backlog Count (Last 26 Weeks)



Admitted Backlog Count (Last 26 Weeks)

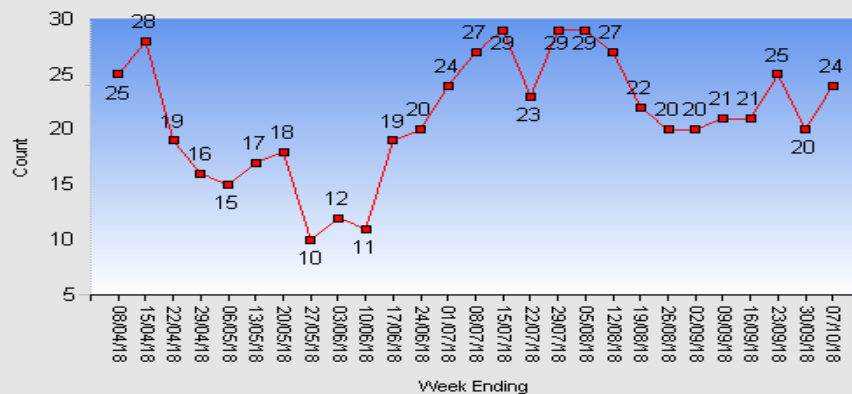


RTT – Urology

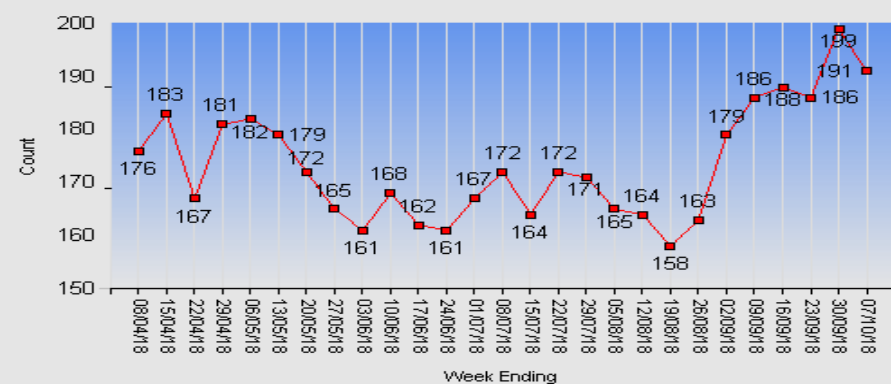


| Urology | Apr-18 | May-18 | Jun-18 | Jul-18 | Aug-18 | Sep-18 | Oct-18 | Nov-18 | Dec-18 | Jan-19 | Feb-19 | Mar-19 |
|---|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Referral to treatment Incompletes Trajectory - >18 weeks | 190 | 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 | 218 | | | | | | |
| Referral to treatment Incompletes Actual - Total patients | 1452 | 1468 | 1489 | 1426 | 1427 | 1624 | | | | | | |
| Actual Incomplete Performance | 86.50% | 88.08% | 87.44% | 86.04% | 86.76% | 86.58% | | | | | | |
| 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% |

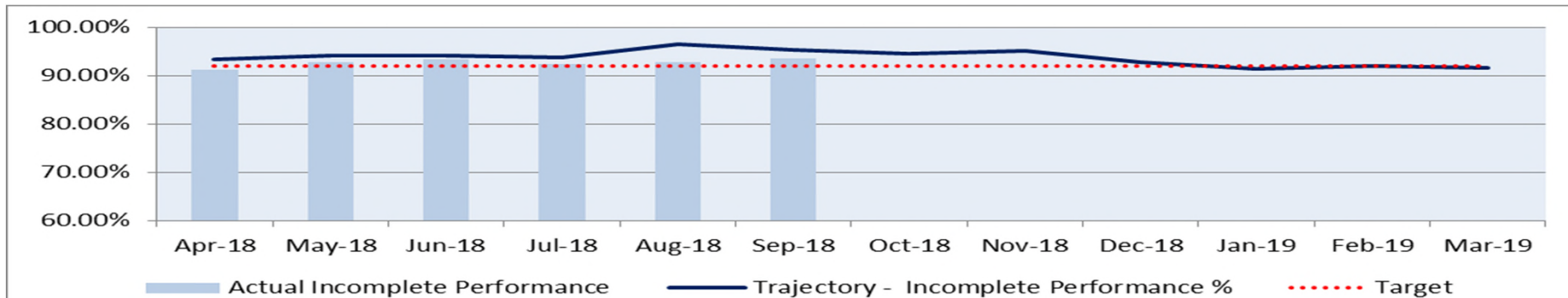
Non-Admitted Backlog Count (Last 26 Weeks)



Admitted Backlog Count (Last 26 Weeks)

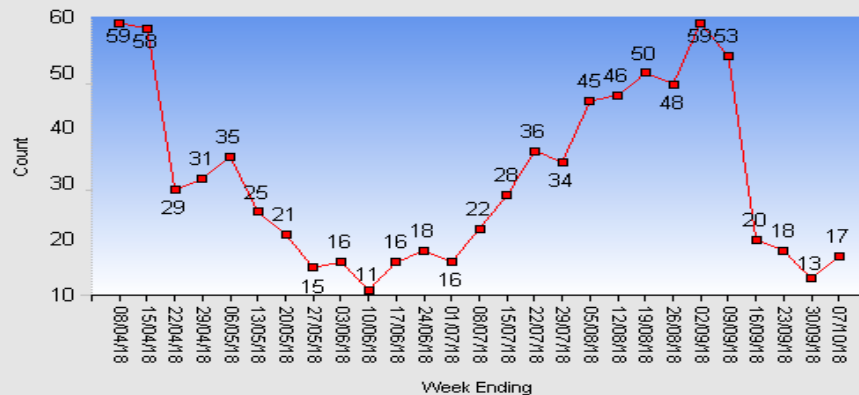


RTT – General Surgery

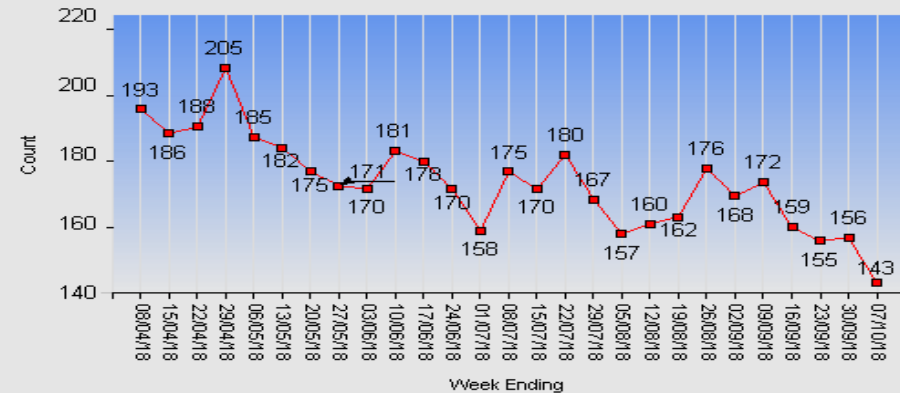


| General Surgery | Apr-18 | May-18 | Jun-18 | Jul-18 | Aug-18 | Sep-18 | Oct-18 | Nov-18 | Dec-18 | Jan-19 | Feb-19 | Mar-19 |
|---|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Referral to treatment Incompletes Trajectory - >18 weeks | 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 | 168 | | | | | | |
| Referral to treatment Incompletes Actual - Total patients | 2572 | 2528 | 2598 | 2576 | 2583 | 2620 | | | | | | |
| Actual Incomplete Performance | 91.21% | 92.84% | 93.34% | 92.39% | 92.76% | 93.59% | | | | | | |
| 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)



Projected RTT Performance – October 2018

Admitted Incomplete Pathways

| Cohort | Open Clocks | | Performance % |
|----------------------------|-------------------|--------------|---------------|
| | Total Open Clocks | C 18+ Wks | |
| Reporting Specialty | | | |
| Cardiology | 90 | 15 | 83.33 |
| Cardiothoracic Surgery | 1 | | 100.00 |
| Dermatology | 2 | | 100.00 |
| Ear, Nose & Throat (ENT) | 271 | 49 | 81.92 |
| Gastroenterology | 7 | 2 | 71.43 |
| General Medicine | 8 | | 100.00 |
| General Surgery | 728 | 148 | 79.67 |
| Geriatric Medicine | 3 | | 100.00 |
| Gynaecology | 235 | 39 | 83.40 |
| Neurology | | | |
| Neurosurgery | | | |
| Ophthalmology | 644 | 106 | 83.54 |
| Oral Surgery | 223 | 85 | 61.88 |
| Other | 129 | 19 | 85.27 |
| Plastic Surgery | | | |
| Thoracic Medicine | 22 | 3 | 86.36 |
| Trauma & Orthopaedics | 335 | 22 | 93.43 |
| Urology | 531 | 187 | 64.78 |
| | 3,229 | 675 | 79.10 |

Non Admitted

| Cohort | Open Clocks | | Performance % |
|--------|-------------------|--------------|---------------|
| | Total Open Clocks | C 18+ Wks | |
| | | | |
| | 565 | 50 | 91.15 |
| | 19 | | 100.00 |
| | 671 | 17 | 97.47 |
| | 1979 | 60 | 96.97 |
| | 1318 | 33 | 97.50 |
| | 573 | 6 | 98.95 |
| | 1961 | 10 | 99.49 |
| | 289 | 20 | 93.08 |
| | 1193 | 82 | 93.13 |
| | 2 | | 100.00 |
| | | | |
| | 1935 | 111 | 94.26 |
| | 794 | 11 | 98.61 |
| | 820 | 28 | 96.59 |
| | | | |
| | 601 | 99 | 83.53 |
| | 142 | | 100.00 |
| | 1093 | 19 | 98.26 |
| | 13,955 | 546 | 96.09 |

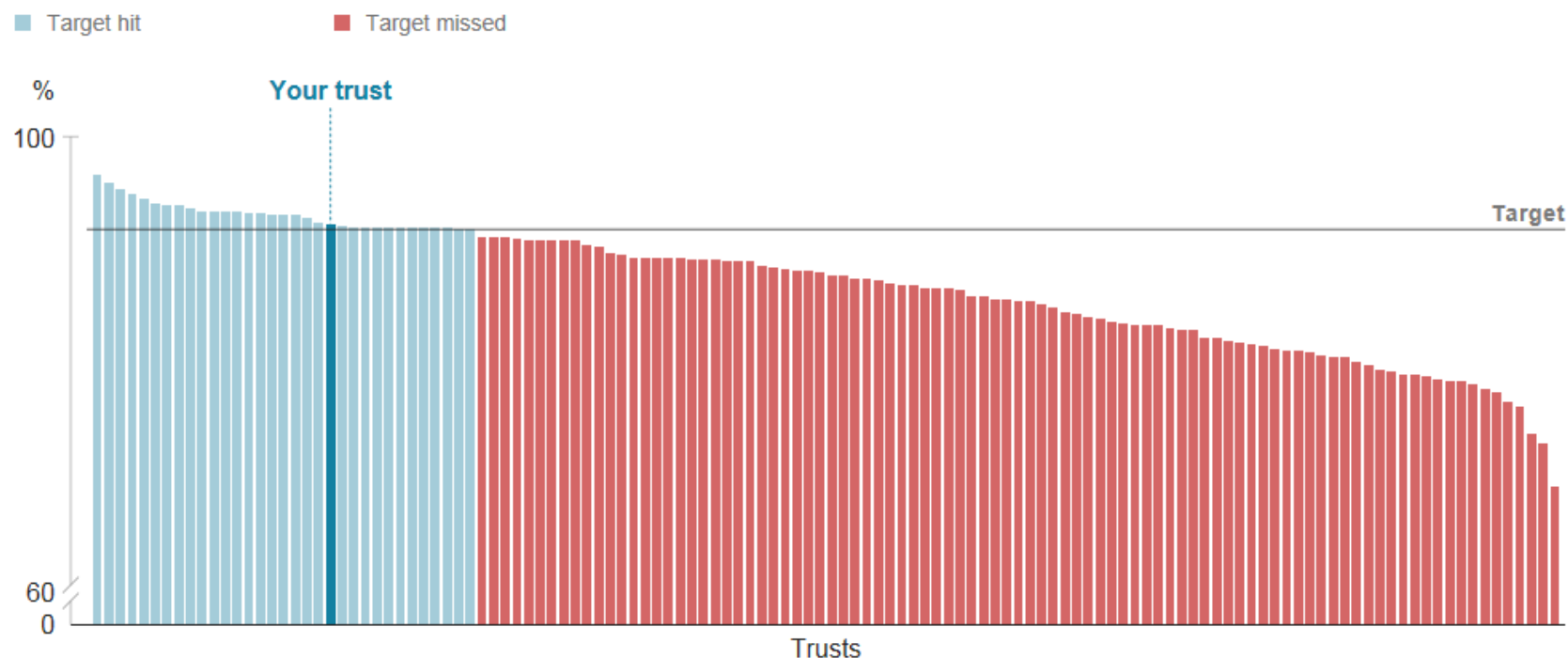
Combined

| Cohort | Open Clocks | | Performance % |
|--------|-------------------|--------------|---------------|
| | Total Open Clocks | C 18+ Wks | |
| | | | |
| | 655 | 65 | 90.08 |
| | 20 | | 100.00 |
| | 673 | 17 | 97.47 |
| | 2250 | 109 | 95.16 |
| | 1325 | 35 | 97.36 |
| | 581 | 6 | 98.97 |
| | 2689 | 158 | 94.12 |
| | 292 | 20 | 93.15 |
| | 1428 | 121 | 91.53 |
| | 2 | | 100.00 |
| | | | |
| | 2579 | 217 | 91.59 |
| | 1017 | 96 | 90.56 |
| | 949 | 47 | 95.05 |
| | | | |
| | 623 | 102 | 83.63 |
| | 477 | 22 | 95.39 |
| | 1624 | 206 | 87.32 |
| | 17,184 | 1,221 | 92.89 |

- October's predicted combined incomplete performance is currently at 92.89%. The figure is subject to change with the month end due to validation

RTT National view – August 2018

Shrewsbury & Telford Hospital NHS Trust ranked 21 of 126 trusts



Source: BBC website
Period: August 2018

| TARGET | YOUR TRUST | ENGLAND |
|--------|------------|---------|
| 92.0% | 92.5% | 87.2% |

Diagnostics



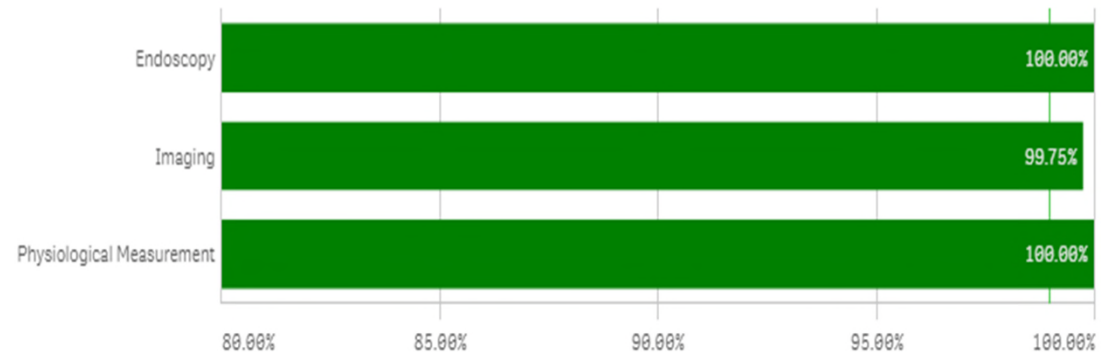
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Diagnostic Waiting Times

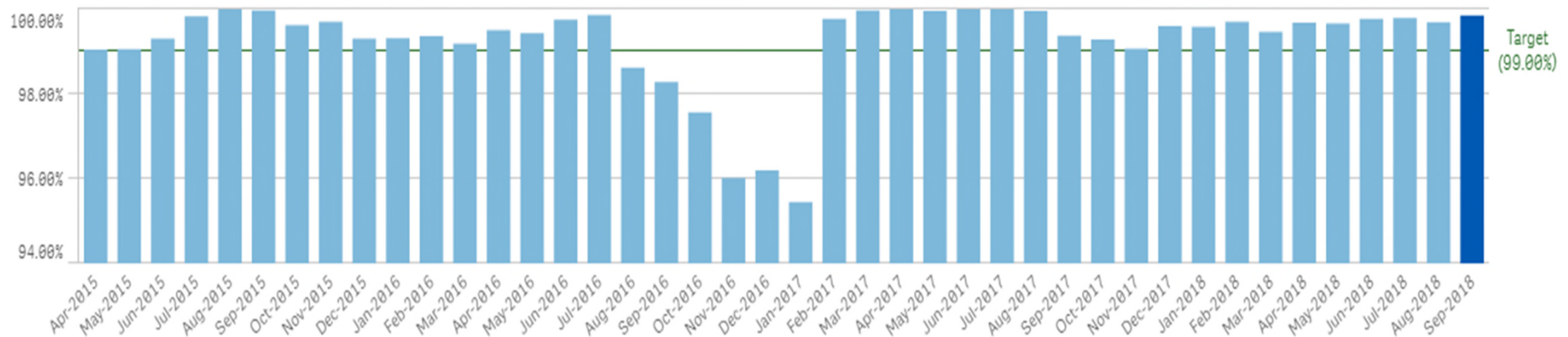
Sep-2018

% 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

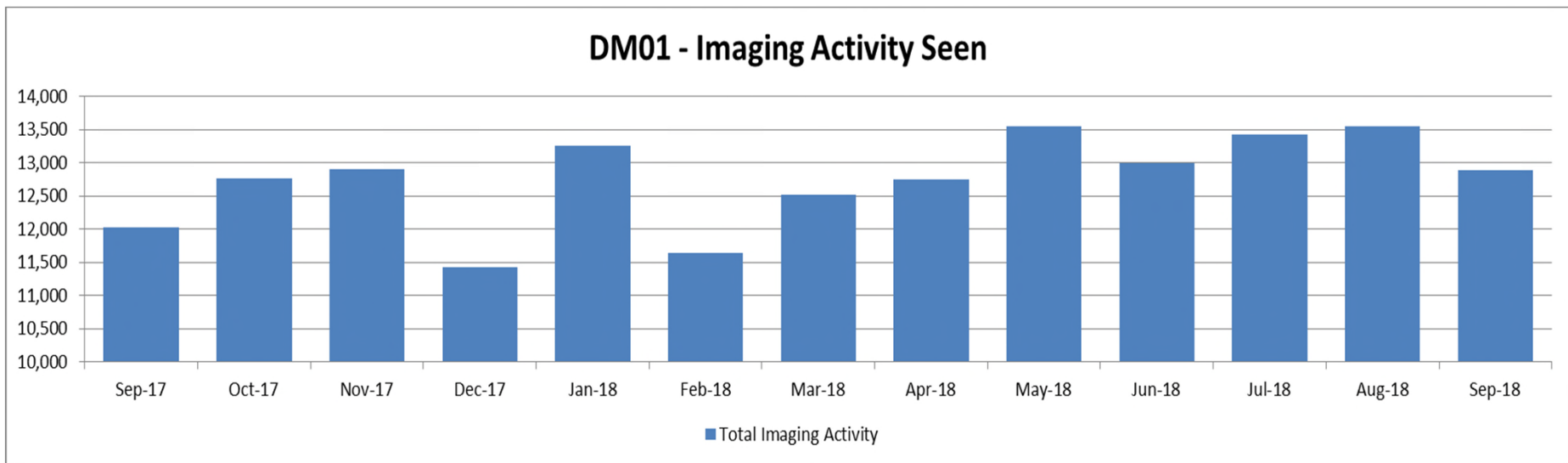
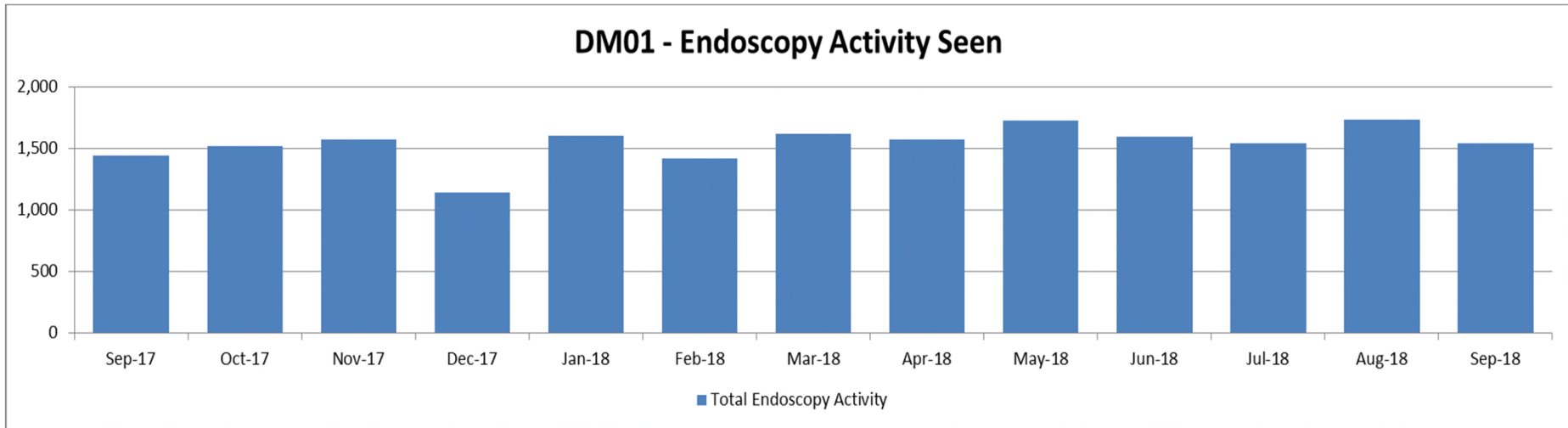
% waited under 6 weeks
99.81% ✓ 0.15%
 Previous Month Difference



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



DM01 – Activity Seen by Month

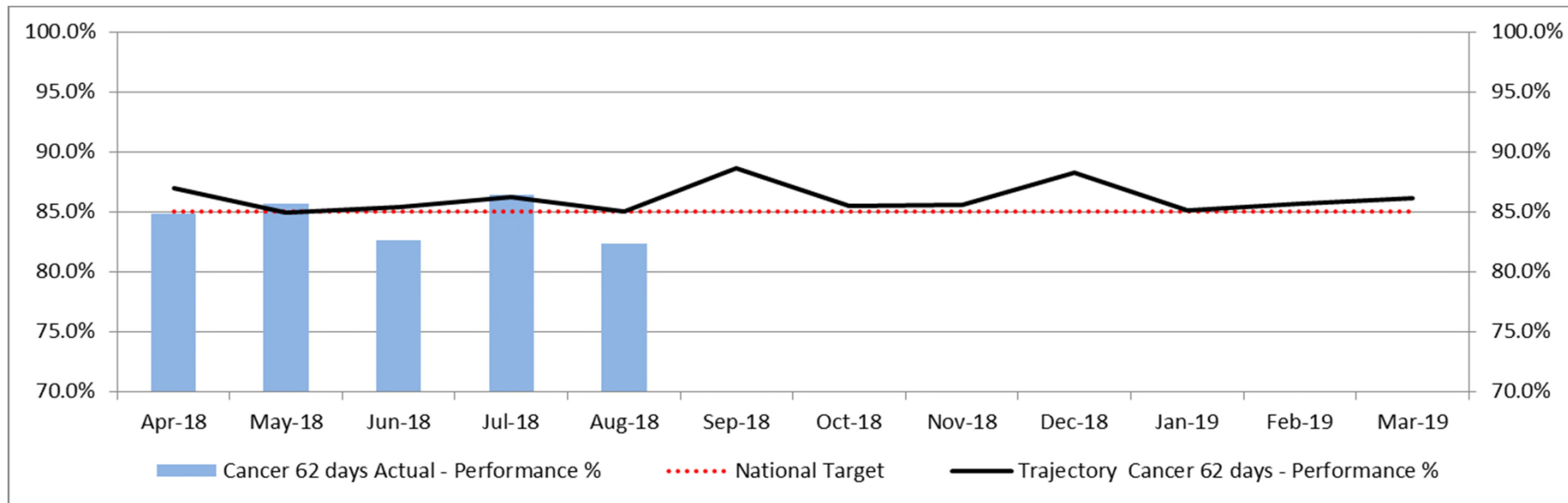


Cancer



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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 | 27.5 | | | | | | | |
| Cancer 62 days Actual - Total seen | 139 | 154 | 164 | 118 | 156 | | | | | | | |
| Cancer 62 days Actual - Performance % | 84.8% | 85.7% | 82.6% | 86.4% | 82.3% | | | | | | | |
| 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% |

August performance is 82.3% against a trajectory of 85.0%

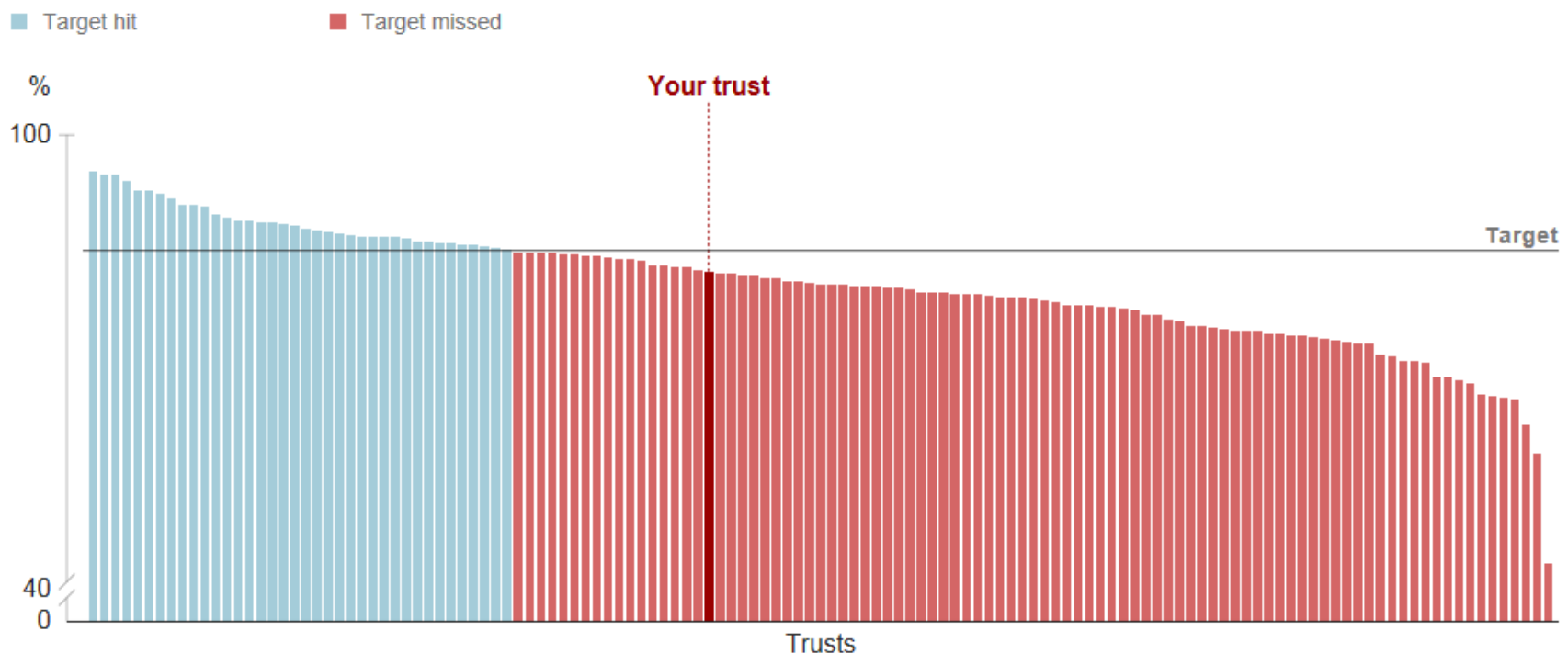
As of 16.10.18, September performance is predicted 85.2% against a trajectory of 85.0%. Validation ongoing.

Cancer Performance (Site Specific Performance)

| Measure | Monthly Target % | February | March | April | May | June | July | August | SaTH YTD |
|---------------------------------|------------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|-----------------|----------|
| 62 days urgent ref to treatment | 85 | 84.60% | 89.30% | 84.84% | 85.67% | 82.60% | 86.40% | 82.32% | 84.22% |
| Brain | 85 | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A |
| Breast | 85 | 100% 0/14 | 96.00% 1/25 | 94.40% 1½/28 | 95.00% 1/20 | 92.70% 2/27½ | 100% 0/9 | 100% 0/15½ | 95.52% |
| Colorectal | 85 | 57.10% 3/7 | 88.90% 1/9 | 78.80% 3½/17 | 81.80% 2/11 | 77.30% 5/22 | 88.90% 1½/13½ | 84.20% 3/19 | 80.00% |
| Gynaecology | 85 | 22.20% 3½/4½ | 73.30% 2/7½ | 100% 0/3 | 100% 0/8 | 66.70% 1½/4½ | 100% 0/7 | 73.30% 2/7½ | 88.89% |
| Haematology | 85 | 100% 0/10 | 100% 0/6 | 66.70% 2/6 | 40.00% 3/5 | 85.70% 1/7 | 100% 0/6 | 100% 0/4 | 80.00% |
| Head & Neck | 85 | 100% 0/4 | 100% 0/4 | 60.00% 2/5 | 100% 0/7 | 100% 0/3 | 66.70% 1/3 | 100% 0/3 | 81.82% |
| Lung | 85 | 76.50% 2/8½ | 58.80% 3½/8½ | 80.00% 2/11 | 76.90% 3/13 | 33.33% 7/10½ | 57.50% 4½/10½ | 82.10% 2½/14 | 70.59% |
| Skin | 85 | 100% 0/21 | 100% 0/21 | 100% 0/19 | 100% 0/27 | 100% 0/20 | 95.50% 1/22 | 98.40% ½/31½ | 98.83% |
| Upper GI | 85 | 66.70% 2/6 | 66.70% 2/6 | 70.00% 3/11 | 42.90% 3/9½ | 82.60% 2/11½ | 100% 0/2½ | 55.30% 8½/19 | 64.15% |
| Urology | 85 | 81.10% 7/37 | 92.90% 2/28 | 82.10% 7/39 | 73.90% 3/11½ | 81.30% 9/48 | 86.10% 5/36 | 71.80% 11/39 | 80.44% |

Cancer National view – August 2018

Shrewsbury & Telford Hospital NHS Trust ranked 56 of 131 trusts



- Source: BBC website
- Period: August 2018

TARGET
85.0%

YOUR TRUST
82.3%

ENGLAND
79.4%

Cancer Performance

Reasons for deteriorating performance

- Improved September but legacy impact in September performance
- Demand for 2ww and diagnostic procedures in urology. Rotary and Lions undertaking urology screening (800 patients)
- Single handed urologist for laparoscopic work
- 31 and 62 day performance at risk due to lack of urology capacity
- Skin capacity due to capacity gaps

Actions to address

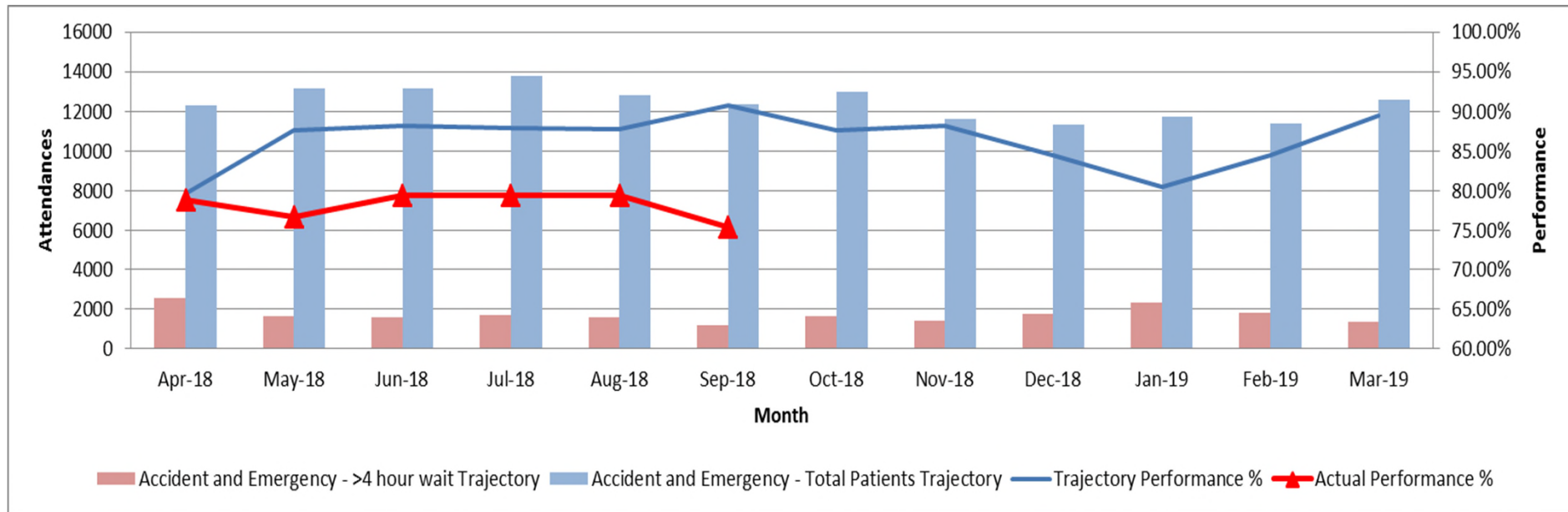
- Daily reporting and forecasting to identify any delays and capacity gaps
- Increasing outsourcing for CT scans
- Consultant Radiographer in post to support plain film reporting to release in house capacity for CT reporting
- Meeting with UHNM to discuss plans for collaborative working/appointments in urology
- Business Case for robotic surgery in progress
- Locum consultant appointed in Urology
- Meetings taking place with Head & Neck, Gynae and Upper GI to review performance and rectification plans

Urgent Care Update



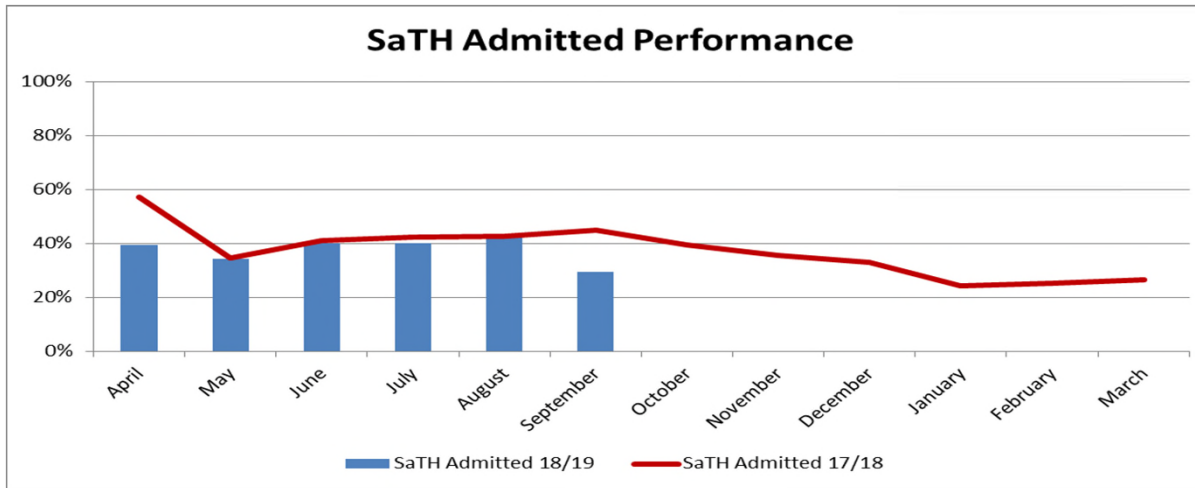
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A&E 2018-2019 Trust Trajectory

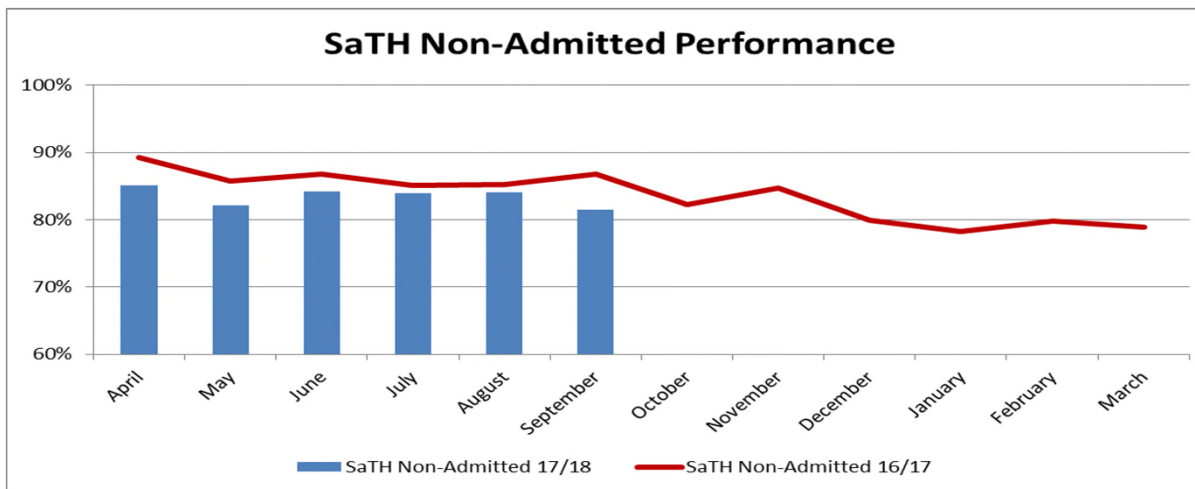


| | Apr-18 | May-18 | Jun-18 | Jul-18 | Aug-18 | Sep-18 | Oct-18 | Nov-18 | Dec-18 | Jan-19 | Feb-19 | Mar-19 |
|--|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Accident and Emergency - >4 hour wait Trajectory | 2511 | 1639 | 1556 | 1661 | 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 | 3274 | | | | | | |
| Accident and Emergency - Total Patients Actual | 12633 | 14373 | 14190 | 15012 | 13715 | 13346 | | | | | | |
| Actual Performance % | 78.87% | 76.71% | 79.36% | 79.37% | 79.37% | 75.47% | | | | | | |

A&E SaTH Admitted/Non-Admitted Performance

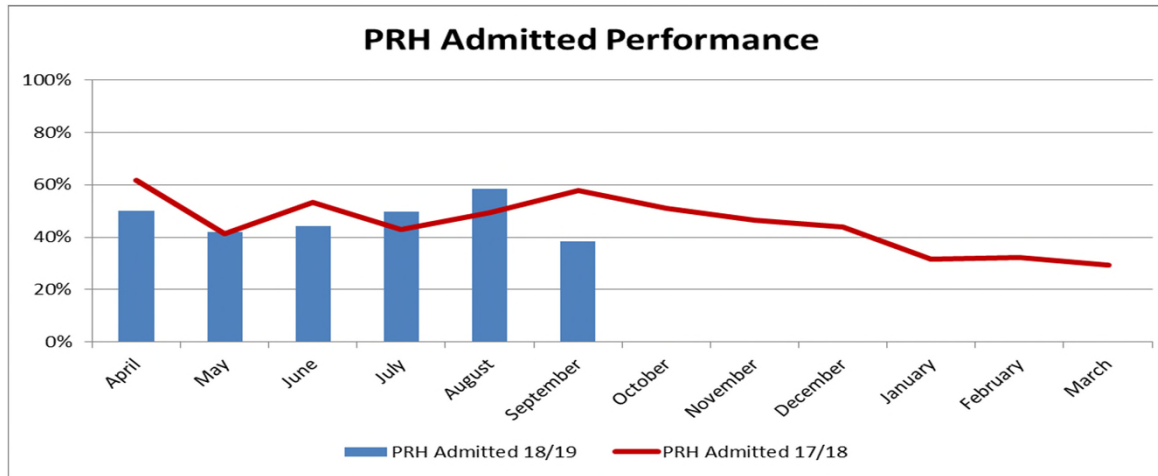


- SaTH Admitted performance was down 15.7% in Sept-18 compared to Sept-17.

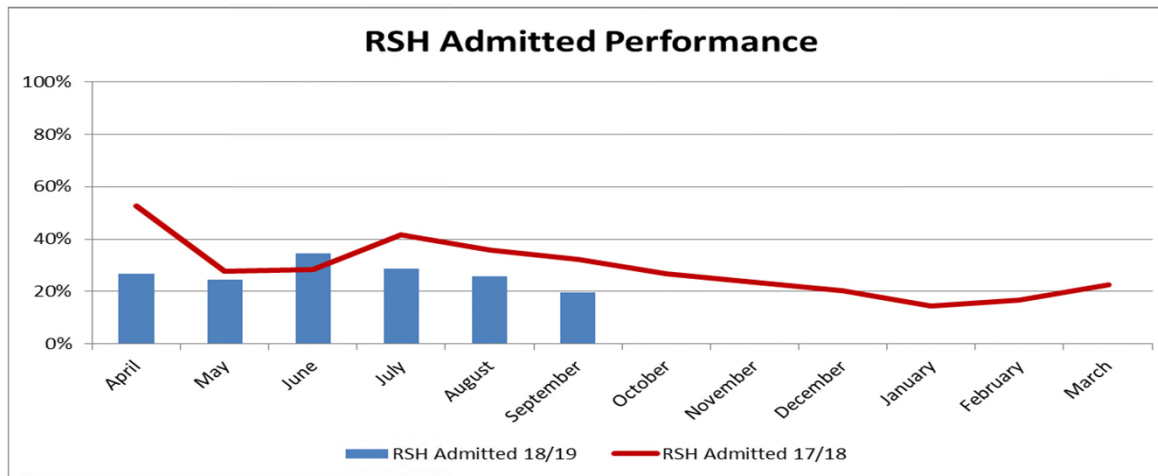


- SaTH Non-Admitted performance was down 5% in Sept-18 compared to Sept-17.

A&E Admitted Attendances by Site

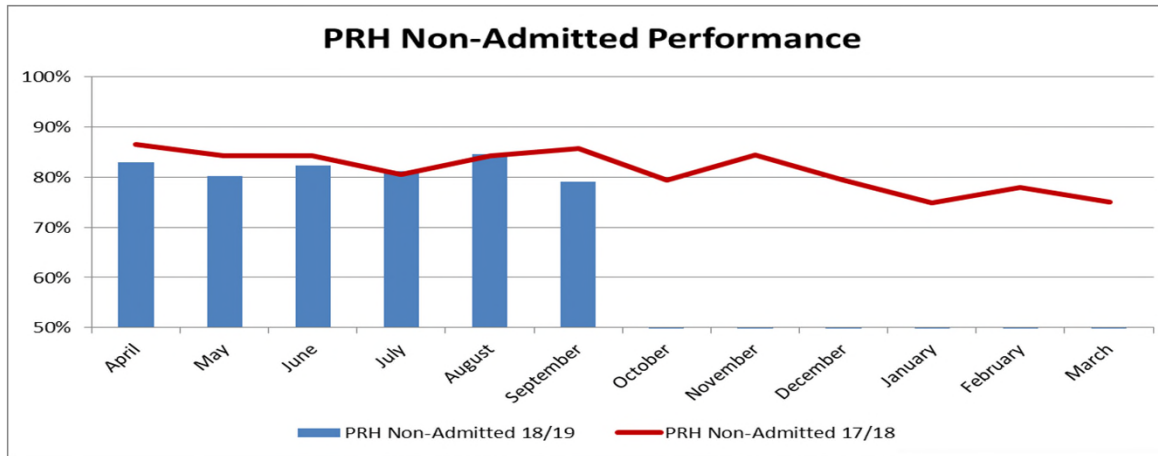


- PRH Admitted performance was down 19.5% in Sept-18 compared to Sept-17.

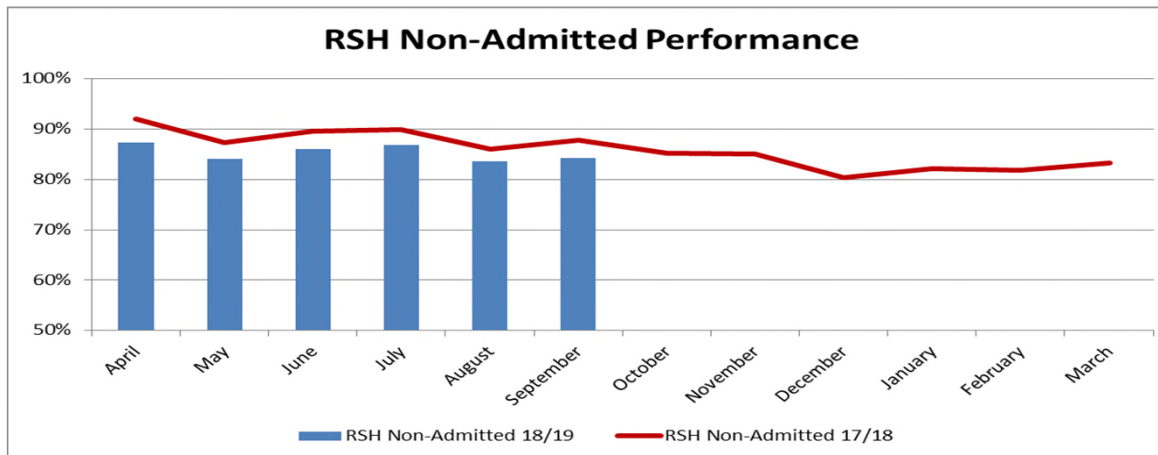


- RSH Admitted performance was down 12.6% in Sept-18 compared to Sept-17.

A&E Non-Admitted Attendances by Site



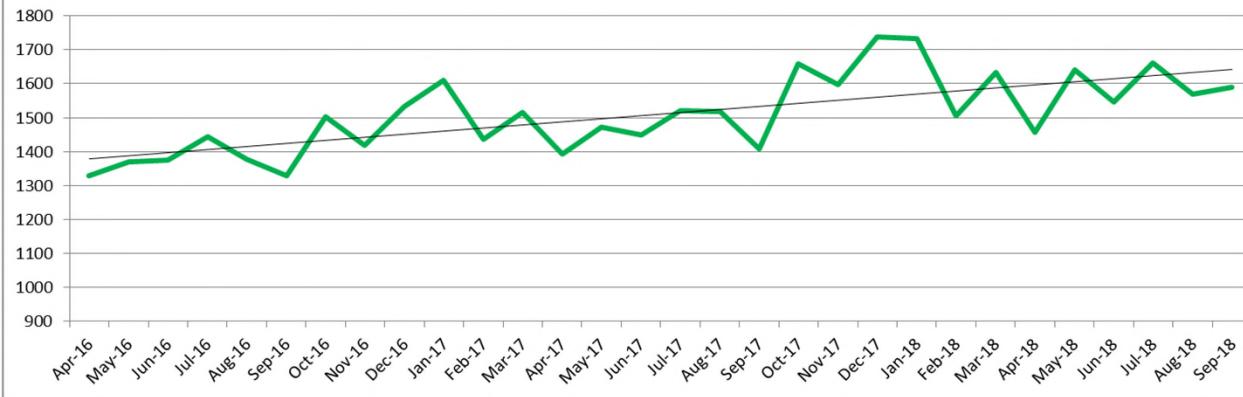
- PRH Non-Admitted performance was down 6.7% in Sept-18 compared to Sept-17.



- RSH Non-Admitted performance was down 3.7% in Sept-18 compared to Sept-17.

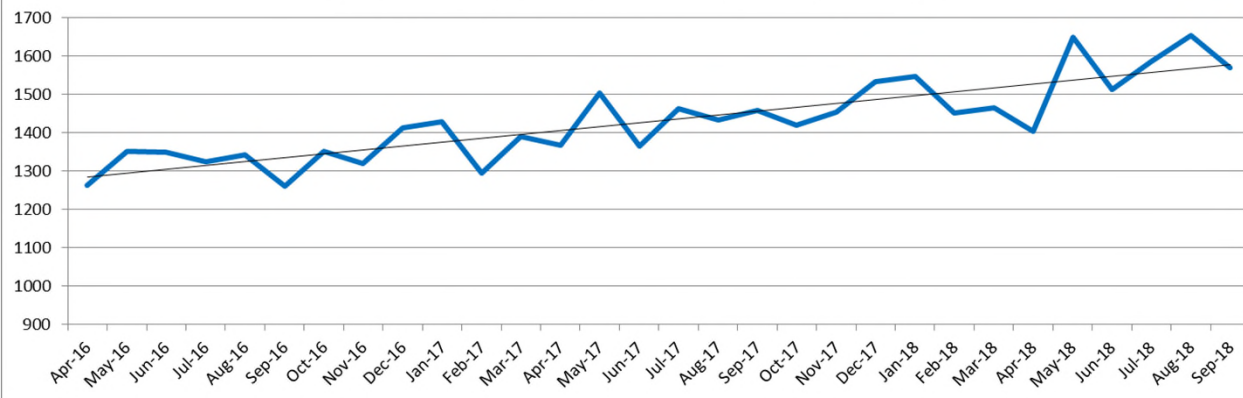
A&E Arrivals via Ambulance

PRH A&E Arrivals via Ambulance by Month



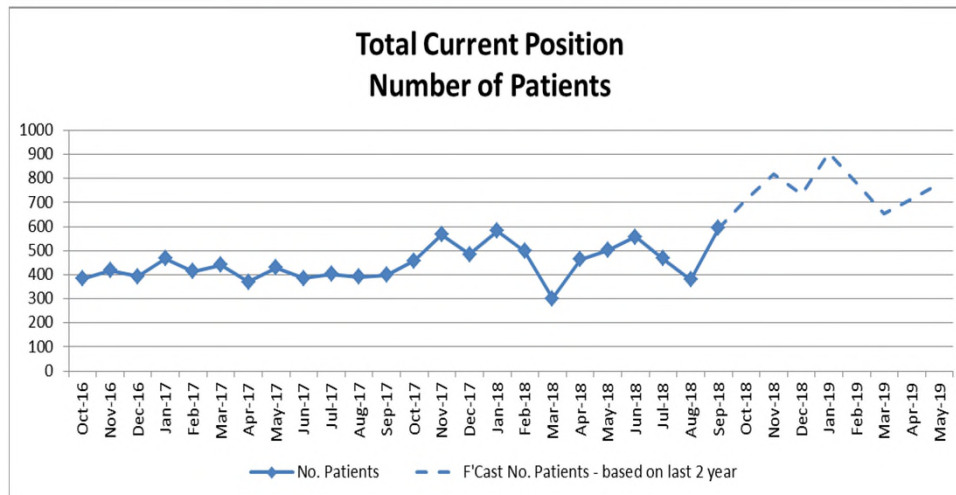
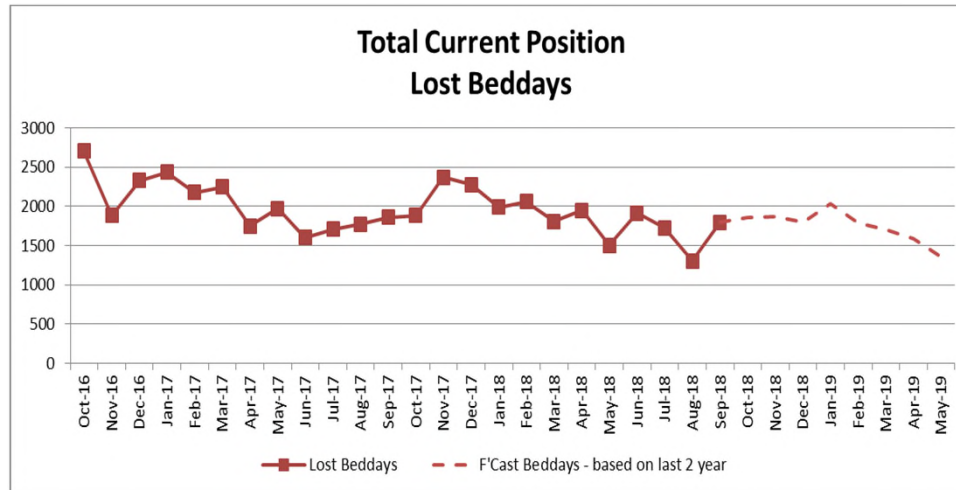
- At PRH ambulance arrivals were up 13% (182) in Sept-18 compared to Sept-17.
- Ambulance arrivals are up 8% (702) YTD.

RSH A&E Arrivals via Ambulance by Month



- At RSH ambulance arrivals were up 7.7% (112) in Sept-18 compared to Sept-17.
- Ambulance arrivals are up 9% (783) YTD.

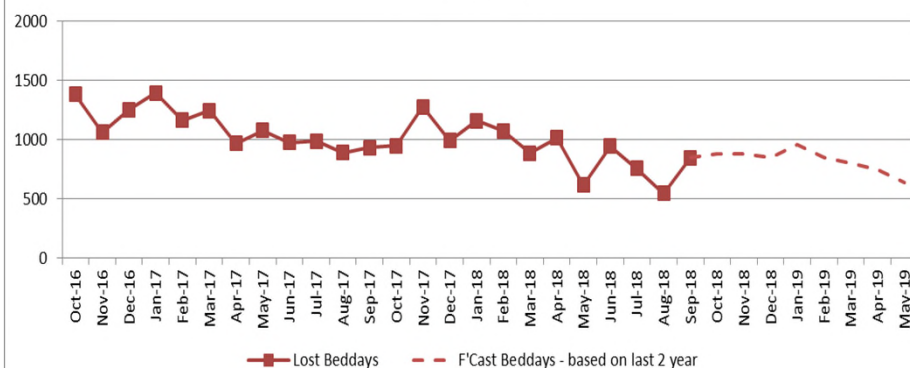
MFFD



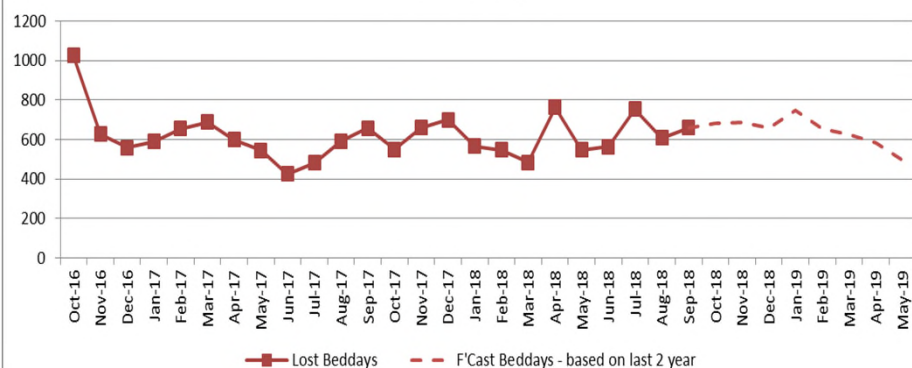
| Discharge Month | No. Patients | Lost Beddays | Average Days on List | Avg Patients per week |
|-----------------|--------------|--------------|----------------------|-----------------------|
| Sep-16 | 366 | 2491 | 7 | 92 |
| Oct-16 | 384 | 2703 | 7 | 96 |
| Nov-16 | 417 | 1886 | 5 | 104 |
| Dec-16 | 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 |
| Sep-18 | 593 | 1798 | 3 | 148 |

MFFD Lost Bed Days by CCG

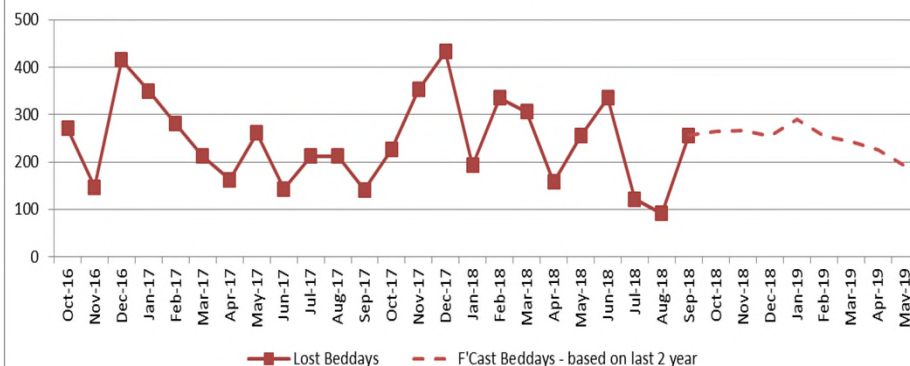
**SC Current Position
Lost Beddays**



**TW Current Position
Lost Beddays**

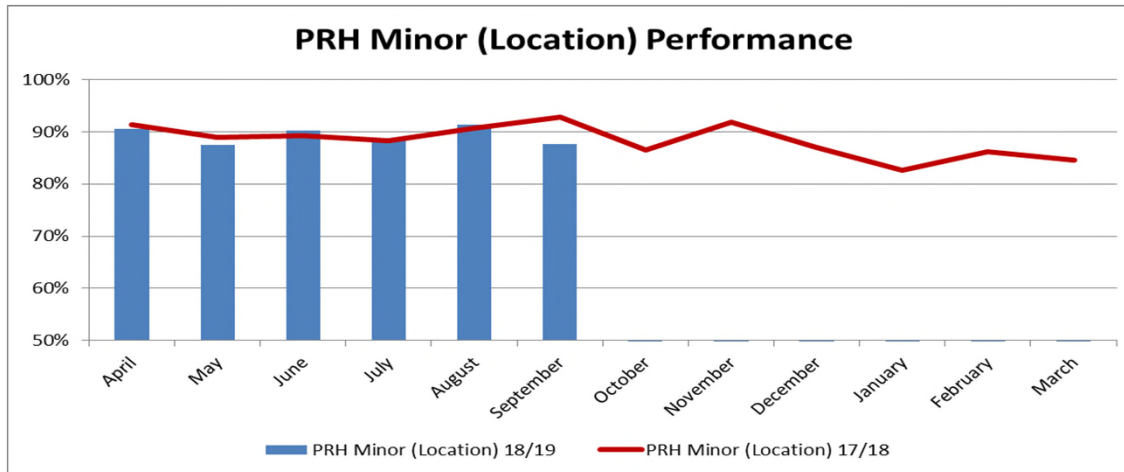


**Powys Current Position
Lost Beddays**

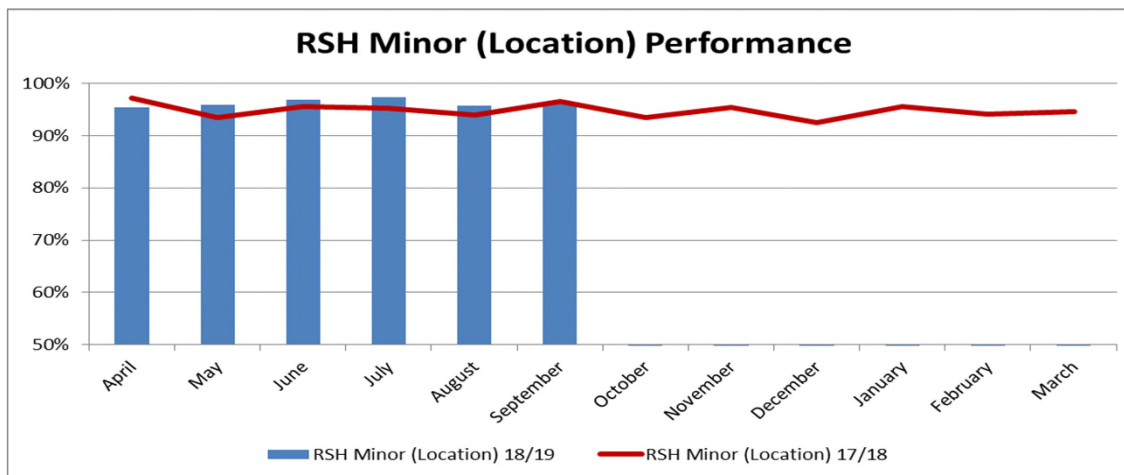


- **Lost bed days were down 3.3% (-62) when comparing Sept-18 to Sept-17.**
- **Shropshire down 9% (-84)**
- **Telford down 0.3% (-2)**
- **Powys up 81.6% (115)**

A&E Minor Performance (Location) by Site



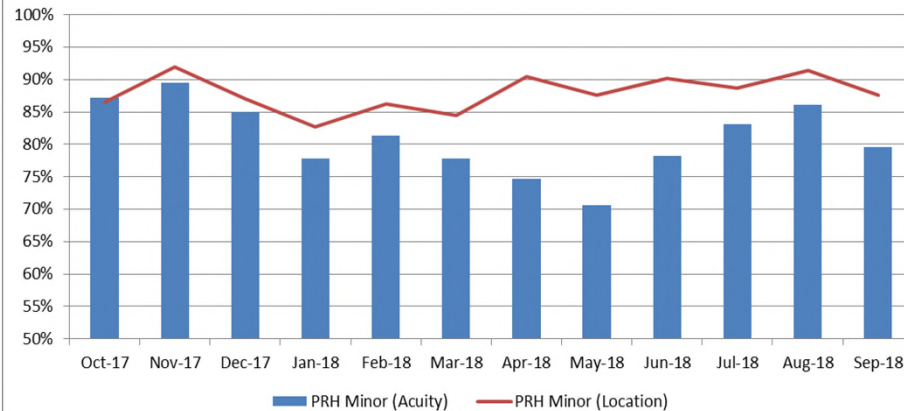
- PRH Minor (Location) attendance up 14% (500) in Sept-18 compared to Sept-17.
- PRH Minor (Location) breaches were down 1.7% (-6) in Sept-18 compared to Sept-17.
- PRH Minor (Location) performance is down 5% in Sept-18 compared to Sept-17.



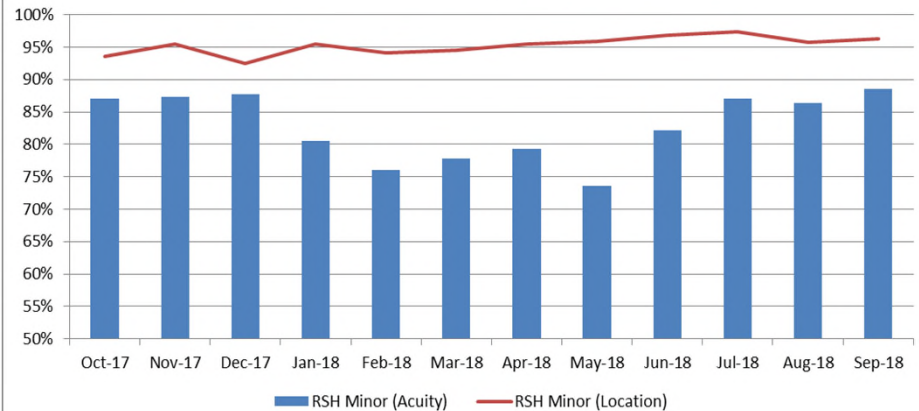
- RSH Minor (Location) attendance down 9.5% (-295) in Sept-18 compared to Sept-17.
- RSH Minor (Location) breaches were down 5.5% (-6) in Sept-18 compared to Sept-17.
- RSH Minor (Location) performance is down 0.16% in Sept-18 compared to Sept-17.

A&E Minor Performance Location Vs. Acuity

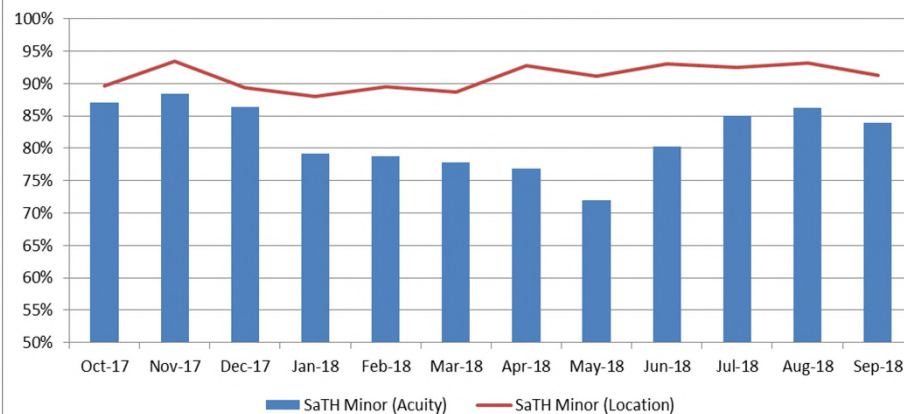
PRH Minors Acuity Vs. Location



RSH Minors Acuity Vs. Location



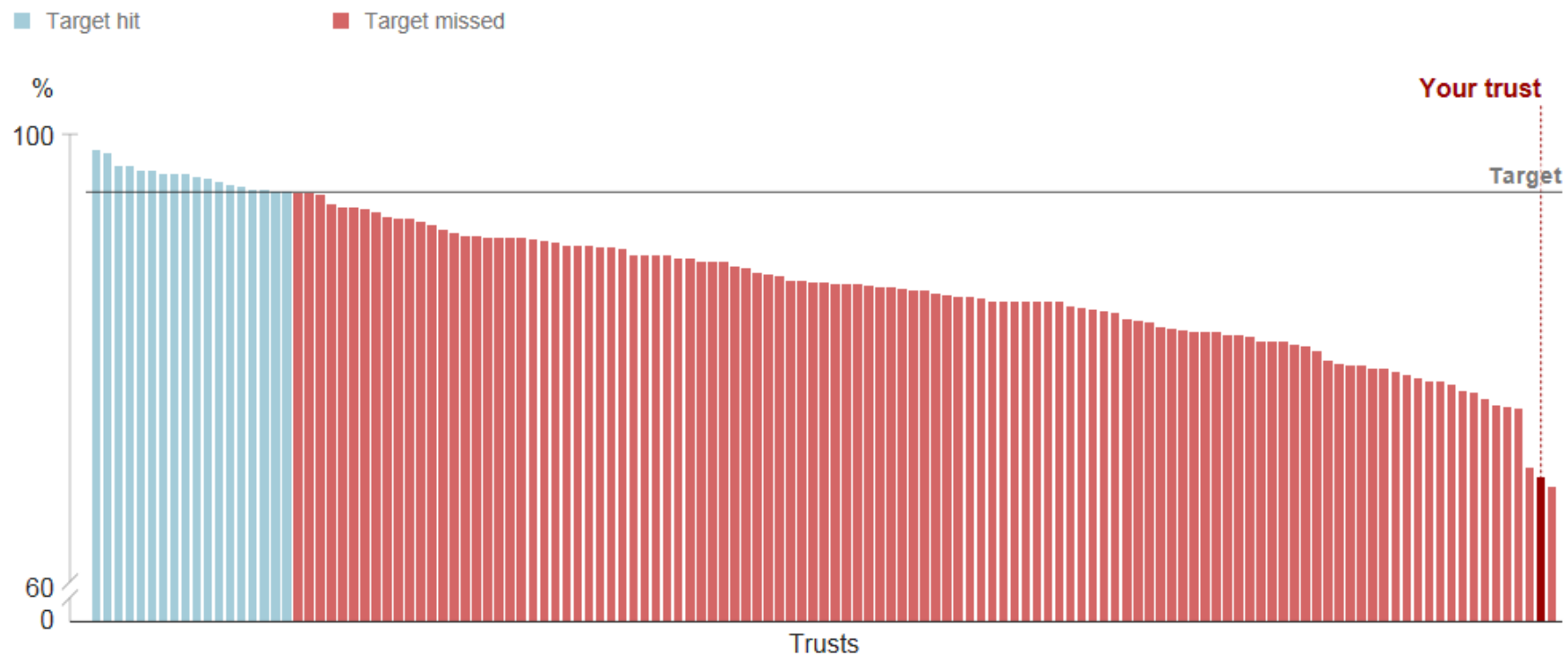
SaTH Minors Acuity Vs. Location



- 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.***

A&E National view – September 2018

Shrewsbury & Telford Hospital NHS Trust ranked 130 of 131 trusts



Source: BBC website
Period: September 2018

TARGET

95.0%

YOUR TRUST

70.4%

ENGLAND

88.9%

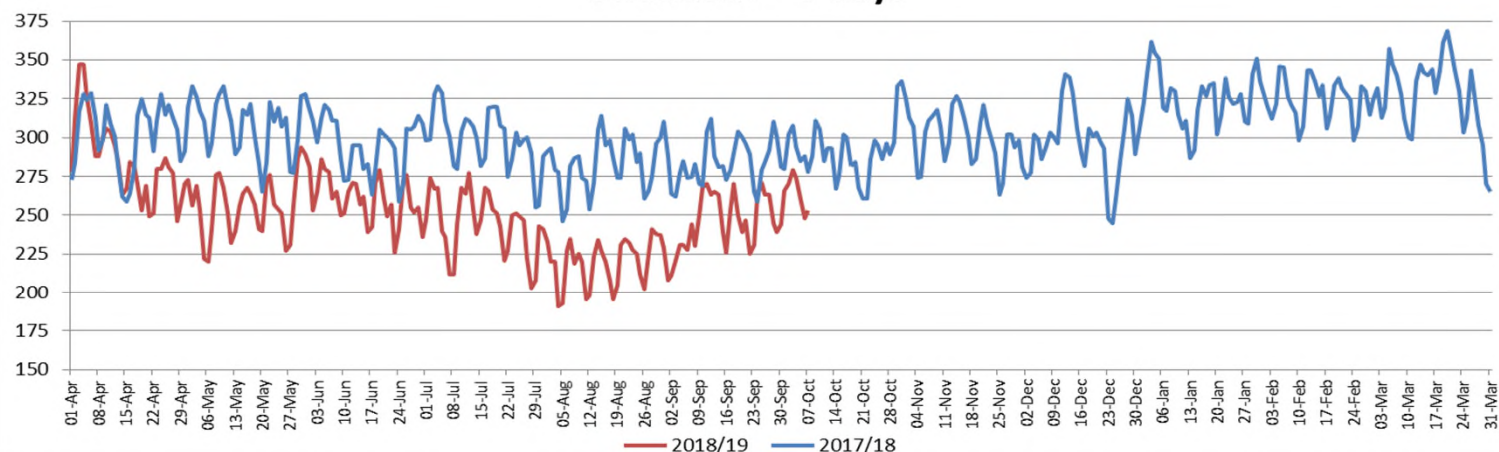
Additional



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

Stranded Patients

Stranded >= 7 days



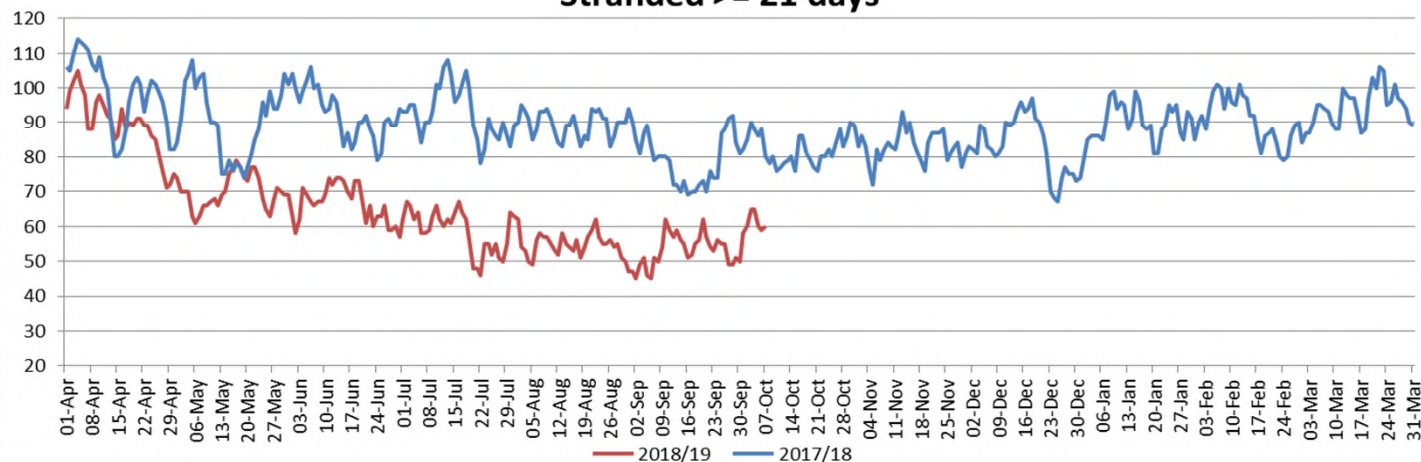
Stranded performance YTD is displaying a 18% improvement in comparison to the same period last year.

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

Super Stranded Performance is displaying a 42% improvement against the NHSE 21% improvement target.

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

Stranded >= 21 days



Finance Report Month 6



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

Income & Expenditure – Overview YTD

| | Annual | YTD | | |
|--|------------------|------------------|------------------|----------------|
| | Financial Plan | Plan | Actual | Variance |
| | £000s | £000s | £000s | £000s |
| Income | 355,007 | 178,865 | 178,637 | (227) |
| Pay | (246,151) | (125,481) | (126,128) | (647) |
| Non-Pay & Reserves | (112,580) | (56,694) | (56,744) | (49) |
| Total Expenditure | (358,731) | (182,175) | (182,872) | (696) |
| EBITDA | (3,724) | (3,310) | (4,234) | (924) |
| Finance Costs | (14,715) | (6,849) | (6,682) | 167 |
| Surplus/(deficit) against Control Total pre PSF and Phased Spend | (18,439) | (10,159) | (10,916) | (756) |
| Phased Spend | 0 | (760) | (760) | 0 |
| Medical Staffing Pay Award Allowance | | | 318 | 318 |
| Adjusted Surplus/(deficit) post Phased Spend | (18,439) | (10,919) | (11,357) | (438) |
| <i>Provider Sustainability Funding (PSF)</i> | <i>9,824</i> | <i>3,439</i> | <i>1,032</i> | <i>(2,407)</i> |
| <i>Surplus/(deficit) against Control Total post Phased Spend and PSF</i> | <i>(8,615)</i> | <i>(7,480)</i> | <i>(10,325)</i> | <i>(2,845)</i> |

At the end of September, half way through the 2018/19 financial year the Trust is reporting a year to date pre provider sustainability fund (PSF) deficit of £11.357m, £0.438m worse than plan.

Income is under performing by £0.227m, pay is overspent by £0.647m and non pay is overspent by £0.049m.

Key Messages

- Year to date at the end of September the Trust is reporting a pre PSF deficit of £11.357m, £0.438m worse than plan.

Income & Expenditure – Overview In Month

Key Messages

- In the month of September 2018 an in month pre PSF deficit of £0.940m has been recorded against a plan of £1.463m, £0.523m better than plan.

| | In Month | | |
|--|-----------------|-----------------|----------------|
| | Plan | Actual | Variance |
| | £000s | £000s | £000s |
| Income | 29,723 | 29,191 | (532) |
| Pay | (21,143) | (20,607) | 536 |
| Non-Pay & Reserves | (9,474) | (9,304) | 170 |
| Total Expenditure | (30,617) | (29,911) | 706 |
| EBITDA | (894) | (720) | 174 |
| Finance Costs | (1,142) | (1,112) | 30 |
| Surplus/(deficit) against Control Total pre PSF and Phased Spend | (2,036) | (1,832) | 205 |
| Phased Spend | 573 | 573 | 0 |
| Medical Staffing Pay Award Allowance | | 318 | 318 |
| Adjusted Surplus/(deficit) post Phased Spend | (1,463) | (940) | 523 |
| <i>Provider Sustainability Funding (PSF)</i> | <i>655</i> | <i>(918)</i> | <i>(1,573)</i> |
| <i>Surplus/(deficit) against Control Total post Phased Spend and PSF</i> | <i>(808)</i> | <i>(1,858)</i> | <i>(1,050)</i> |

Income is under performing by £0.532m, pay is underspent by £0.536m and non pay is under spent by £0.170m.

Income & Expenditure – Care Group YTD

| Care Group | Income/Pay/Non Pay | YTD Plan £000s | YTD Actual £000s | YTD Variance £000s |
|---|--------------------|-------------------|---------------------|-----------------------|
| Income | Income | 178,865 | 178,637 | (228) |
| | | | | |
| Scheduled Care | Pay | (42,237) | (42,679) | (442) |
| | Non-Pay | (11,056) | (11,320) | (264) |
| Scheduled Care Total | | (53,293) | (53,999) | (706) |
| Unscheduled Care | Pay | (30,718) | (31,333) | (615) |
| | Non-Pay | (6,381) | (6,673) | (292) |
| Unscheduled Care Total | | (37,099) | (38,006) | (907) |
| | | | | |
| Womens & Childrens Care Group | Pay | (16,793) | (17,085) | (292) |
| | Non-Pay | (2,604) | (2,570) | 33 |
| Women & Childrens Total | | (19,396) | (19,655) | (259) |
| Support services | Pay | (15,751) | (15,790) | (39) |
| | Non-Pay | (3,713) | (4,435) | (722) |
| Support services Total | | (19,464) | (20,225) | (762) |
| Corporate and Reserves | Pay | (19,983) | (18,923) | 1,060 |
| | Non-Pay | (32,941) | (31,746) | 1,196 |
| Corporate and Reserves Total | | (52,924) | (50,668) | 2,256 |
| | | | | |
| Total Expenditure | | (182,175) | (182,554) | (378) |
| EBITDA | | (3,310) | (3,917) | (606) |
| | | | | |
| Finance Costs | Finance Costs | (6,849) | (6,682) | 167 |
| | | | | |
| Surplus/(deficit) against Control Total pre PSF and Phased Spend | | (10,159) | (10,599) | (439) |

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 £0.706m – 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 £0.907m – this is namely due to an increase in ED staffing and an increase in fill rate.
- Womens & Children's is overspent by £0.259m
- Support services is overspent by £0.762m – 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 £2.256m – this is mainly due to a level of non pay inflation reserve and medical staffing pay award.

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) | 60,584 | 61,545 | 961 | 1.6% | 7,860 | 8,242 | 382 | 257 | 125 |
| Outpatient Appts (Attendances) | 214,194 | 210,087 | (4,107) | (1.9%) | 24,572 | 24,041 | (531) | (136) | (395) |
| Elective Day Cases | 25,166 | 24,124 | (1,042) | (4.1%) | 16,118 | 15,081 | (1,037) | 64 | (1,101) |
| Elective Inpatient (Spells) | 2,954 | 2,742 | (212) | (7.2%) | 9,358 | 8,816 | (542) | 88 | (630) |
| Non Elective (Spells) | 25,228 | 27,434 | 2,206 | 8.7% | 51,576 | 54,463 | 2,887 | (1,234) | 3,639 |
| Non Elective Other | 3,346 | 3,257 | (89) | (2.6%) | 6,886 | 7,035 | 149 | 252 | (103) |
| Emergency Threshold | | | | | (2,244) | (3,326) | (1,082) | (1,082) | |
| Others (Inc Reserves) | | | | | 64,739 | 64,286 | (453) | (453) | |
| Total | 331,471 | 329,189 | (2,282) | (0.7%) | 178,865 | 178,637 | (228) | (2,244) | 1,534 |
| Phased Spend | | | | | (478) | (478) | 0 | 0 | |
| Total after PSF | 331,471 | 329,189 | (2,282) | (0.7%) | 178,387 | 178,159 | (228) | (2,244) | 1,534 |
| Provider Sustainability Funding (PSF) | | | | | 3,439 | 1,032 | (2,407) | (2,407) | |
| Total after PSF | 331,471 | 329,189 | (2,282) | (0.7%) | 181,826 | 179,191 | (2,635) | (4,651) | 1,534 |

Income is under performing year to date by £0.228m pre PSF.

- Accident and Emergency attendances are above planned levels by 1.6%.
- Outpatient attendances are showing an underperformance to date of 1.9%, 4,107 attendances. This exists across gynaecology, trauma and orthopaedics, ENT, neurology and ophthalmology.
- Elective Daycase activity is under plan by 1,042 spells (4.1%), 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. There is also a gastroenterology underperformance in month this is due to the ongoing issues around staffing/ward cover.
- Elective Inpatient spells are under delivering against plan by 212 spells (7.2%), this is across gynaecology, ENT and obstetrics and is also a knock on effect of theatre capacity aforementioned.
- Non Elective activity is 2,206 spells higher than the planned levels (8.7%), of which 3.9% (993 spells) is due to the introduction of a clinical decisions unit (CDU) at the PRH site.
- Others is underperforming by £0.453m 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

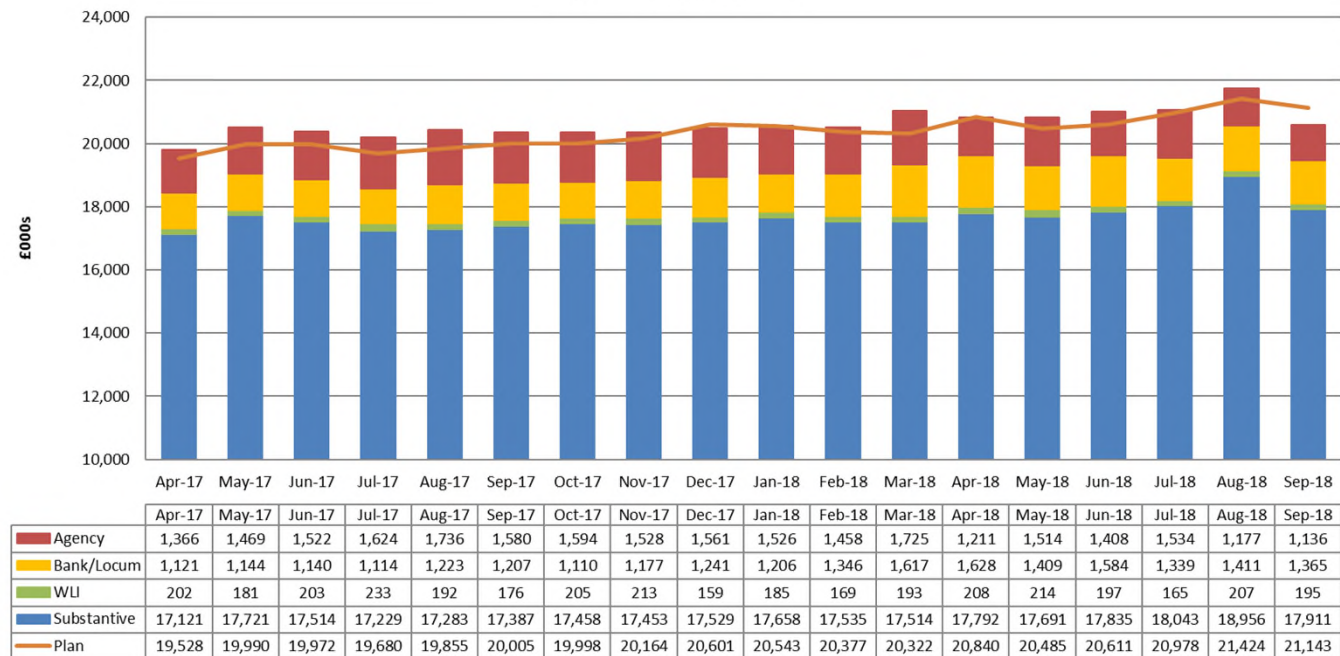
- Half way through the 2018/19 financial year the Trust had planned to receive income amounting to £178.865m excluding provider transformation funding (PSF) and had generated income amounting to £178.637m, an under performance of £0.228m.

Pay

Key Messages

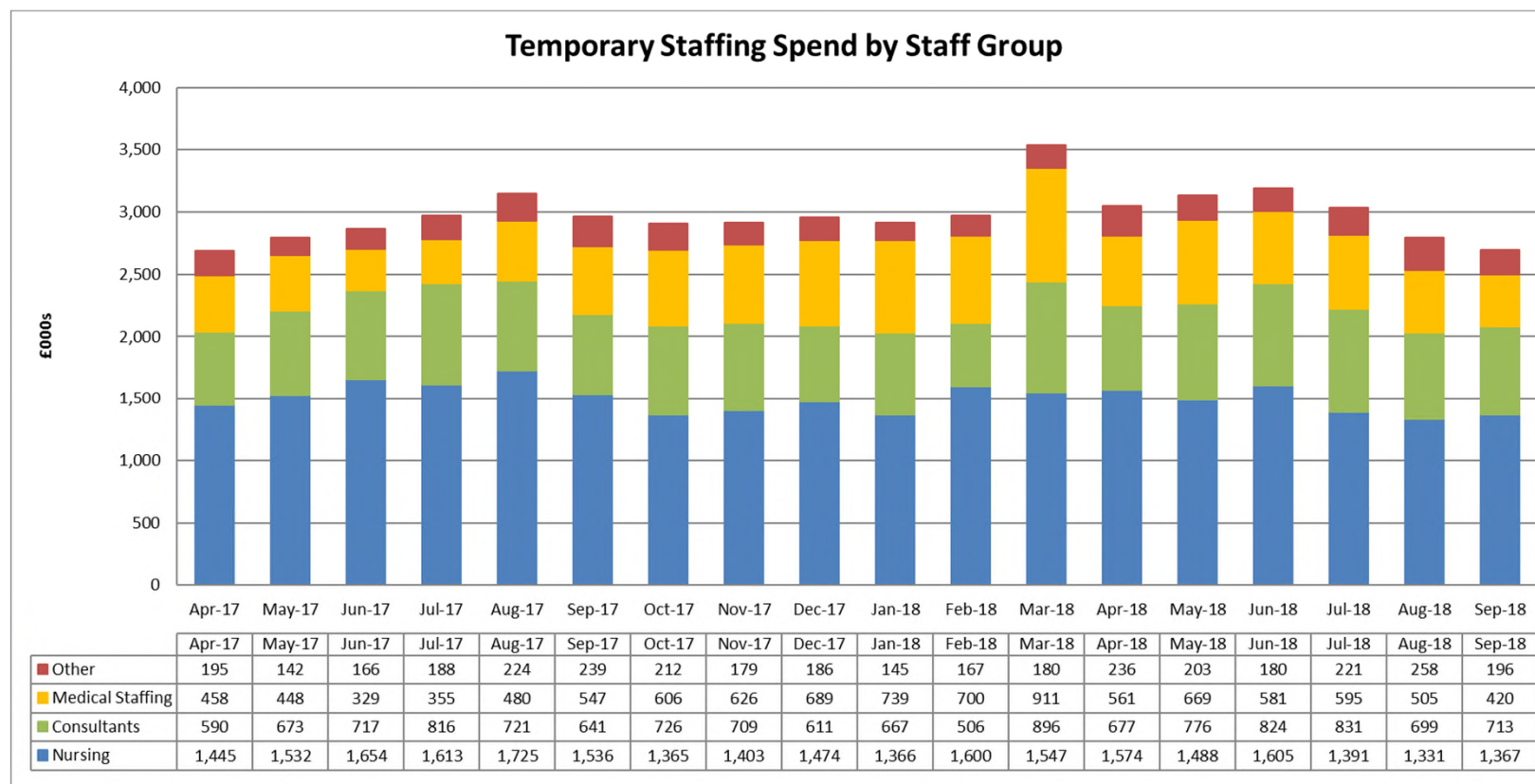
- To date the pay spend amounted to £126.128m against a plan of £125.481m resulting in an overspend of £0.647m.
- 13% of the Trust's pay costs in month 6 are attributable to temporary staffing.

Pay Costs by Element



The graph shows that 13% of the Trust's pay costs in month 6 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 a decrease in medical staffing. Agency spend accounts for 6%, £1.136m, £0.233m lower than the first five months of the financial year.

Temporary Staffing Spend

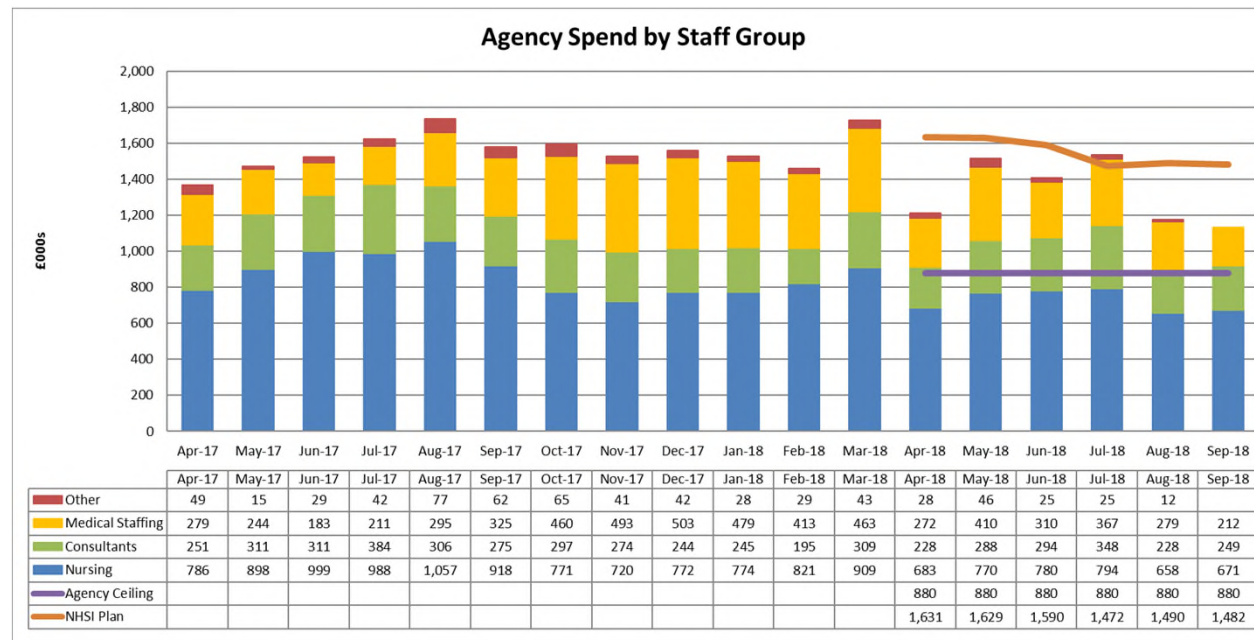


Key Messages

- To date the temporary staffing (Bank, WLI, Agency and Locums) pay spend amounted to £17.899m.

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 | 5,280 | 9,294 | 7,981 | (2,701) | 1,313 | 1,482 | 1,136 | 346 |



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 6 run rate down by £0.041m compared to month 5 2018/19.

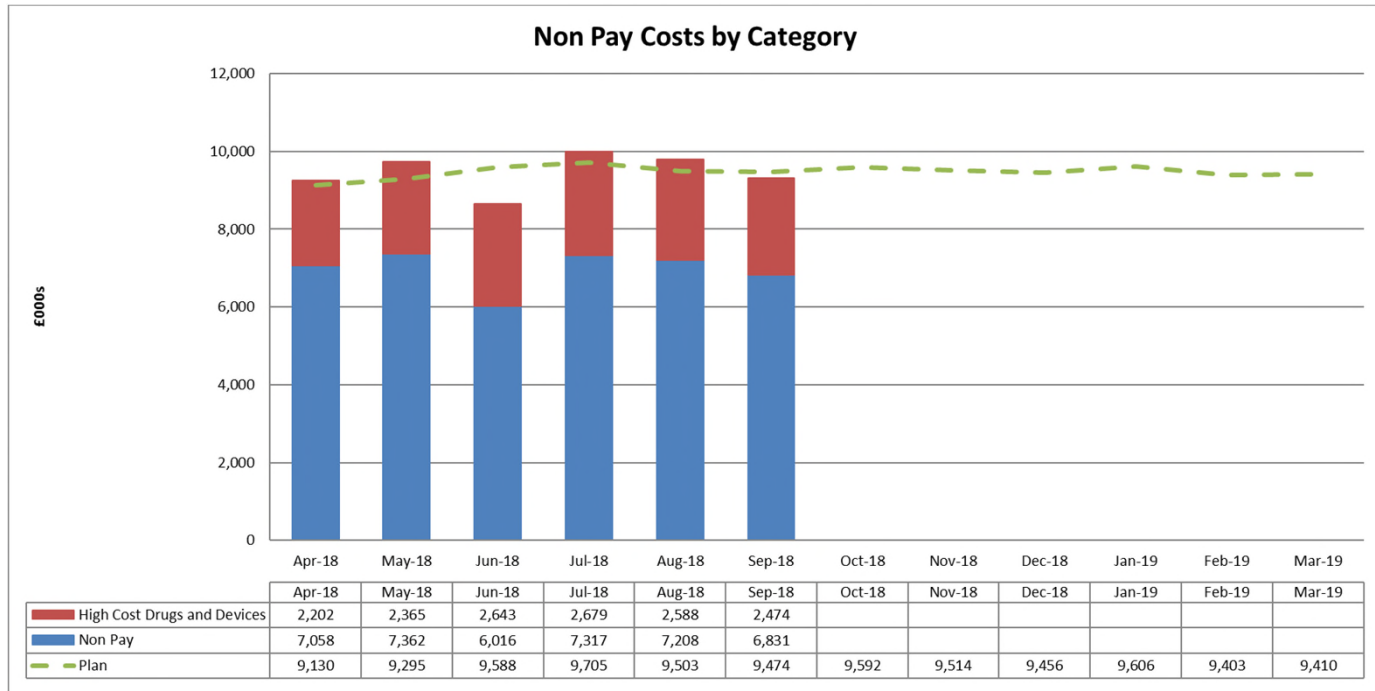
The table above details actual spend against the agency ceiling and agency plan, as can be seen, total agency spend in month amounted to £1.136m, £0.256m above the agency ceiling as set by NHSI however, £0.346m below the agency plan trajectory.

The graph shows the split of agency spend by staff group from April 2017 to present. Nurse agency accounts for 59% of the total agency spend in month and consultants and medical staffing account for 41%.

Non Pay

Key Messages

- To date non pay spend amounted to £56.744m against a plan of £56.694m resulting in an underspend of £0.049m.



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 | Worst | Most Likely |
|--|------------------|------------------|------------------|
| Income | 359,193 | 359,193 | 359,193 |
| MRET/Readmissions monies | 2,500 | | 1,380 |
| Contract challenges | | (1,500) | |
| Recover Fertility under performance | 300 | | 300 |
| Urology income | 200 | | 200 |
| Income after adjustments | 362,193 | 357,693 | 361,073 |
| Pay | (255,474) | (255,474) | (255,474) |
| Impact of weekly bank | 400 | | 400 |
| Pay after adjustments | (255,074) | (255,474) | (255,074) |
| Non Pay after adjustments | (116,402) | (116,402) | (116,402) |
| Total Expenditure | (371,476) | (371,876) | (371,476) |
| Finance Costs after adjustments | (13,364) | (13,364) | (13,364) |
| Forecast Outturn Pre PSF and Rectification | (22,646) | (27,546) | (23,766) |
| Further potential rectification opportunities | 2,162 | | 1,081 |
| Forecast Outturn Pre PSF Post Rectification | (20,484) | (27,546) | (22,685) |
| Control Total pre PSF | (18,439) | (18,439) | (18,439) |
| Variance | (2,045) | (9,107) | (4,246) |
| PSF | 1,032 | 1,032 | 1,032 |
| Forecast Outturn Post PSF and Rectification | (19,452) | (26,514) | (21,653) |
| Control Total post PSF | (8,615) | (8,615) | (8,615) |
| Variance | (10,837) | (17,899) | (13,038) |

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.

Key Messages

The Trusts most likely forecast position is to overspend against the Trusts control total by £4.246m, work is however taking place to pursue further opportunities to improve the end of year position. If each of the opportunities were realised this would have the effect of reducing the level of overspend against the control total to £2.045m.

Forecast Outturn Variances

| Area | Waste Reduction | New Spend Commitments | Total |
|-----------------------------|-----------------|-----------------------|---------|
| Income | | (448) | (448) |
| ED | (310) | (1,684) | (1,994) |
| Non-ED | (1,115) | (1,390) | (2,505) |
| Unscheduled Care | (1,425) | (3,074) | (4,499) |
| Scheduled Care | (1,017) | (1,569) | (2,586) |
| W&C | (1,011) | (297) | (1,308) |
| Support Services | (195) | (826) | (1,021) |
| Corporate | (109) | (1,064) | (1,173) |
| Reserves - Assumed Slippage | 692 | | 692 |
| Expenditure | (3,065) | (6,830) | (9,895) |
| Finance Costs | 1,300 | 167 | 1,467 |
| Total | (1,765) | (7,111) | (8,876) |
| Inflation Savings | 1,269 | | 1,269 |
| Total | (496) | (7,111) | (7,607) |
| MRET | | 1,380 | 1,380 |
| Fertility | | 300 | 300 |
| Urology | | 200 | 200 |
| Bank | | 400 | 400 |
| Revised Total | (496) | (4,831) | (5,327) |

In the previous financial month it was highlighted that the forecast adverse variance had arisen because of a combination of undelivered waste reduction schemes and the introduction of new spending commitments in the 2018/19 financial year. The table above describes the adverse variance across the Trust care groups.

Key Messages

The waste reduction target of £8.198m has been under achieved by £0.496m. That said this level of under achievement has been made possible because in year:

- The Trust has been able to benefit from the full year effect of the rate revaluation exercise (£1.300m); and
- The Trust has realised savings associated with inflation amounting to £1.269m.

After discounting for these two opportunities the Trusts planned waste reduction schemes have under achieved by £3.065m.

During the year, new spending commitments have been entered into at a cost of £7.111m.

Waste Reduction Programme

Key Messages

As can be seen the Trust is presently presenting an under delivery in respect of the Trusts planned waste reduction programme of £3.065m

| Waste Reduction Savings Programme 2018_19 | | | | | |
|---|--------------------------------|---------------------|--------------------------|------------------------------|-------------|
| Scheme | Efficiency Programme Area | 2018/19 Saving Plan | 2018/19 Identified | 2018/19 Improvement Variance | Possibility |
| Stranded Patients | | | | | |
| Unavailability | Workforce (Nursing) | 960 | 60 | (900) | R |
| Escalation | Workforce (Nursing) | 700 | 510 | (190) | R |
| Nurse Agency premium | Workforce (Nursing) | 1,550 | 1,175 | (375) | R |
| Total Stranded Patients | | 3,210 | 1,746 | (1,464) | |
| Procurement | Procurement | 1,300 | 952 | (348) | A |
| Income Reduction | | | | | |
| W&C's Addressing Income Reduction | Workforce (Nursing) | 1,084 | 0 | (1,084) | R |
| Radiology Addressing Income Reduction | Imaging | 416 | 474 | 58 | A |
| Total Income Reduction | | 1,500 | 474 | (1,026) | |
| Other | | | | | |
| Theatres, Outpatients and Endoscopy | Workforce (Medical) | 750 | 429 | (321) | A |
| Ophthalmology Consolidation | Other Savings plans | 50 | 0 | (50) | R |
| Corporate Services 1&2 | | 500 | 369 | (131) | A |
| Housekeeping | Other Savings plans | 1,250 | 985 | (265) | A |
| WLI | Workforce (Medical) | 150 | 0 | (150) | R |
| Drug Spend | Hospital Medicine and Pharmacy | 180 | 176 | (4) | A |
| Total Other | | 2,880 | 1,960 | (920) | |
| Grand Total | | 8,890 | 5,133 | (3,757) | |
| Assumed Slippage | | (692) | | 692 | |
| Revised Total | | 8,198 | 5,133^r | (3,065) | |
| Finance Costs | | | 1,300 | 1,300 | |
| Inflation Savings | | | 1,269 | 1,269 | |
| Revised Total | | 8,198 | 7,702 | (496) | |

New Spend Issues

| Area | Narrative | New Spend Commitments | Improvement Possibility |
|------------------------------|-----------------------------------|-----------------------|-------------------------|
| Income | | (448) | R |
| ED Spend | Medical/Consultant Spend | (1,280) | A |
| | Escalation Areas above Budget | (335) | R |
| | A&E Trackers | (69) | R |
| ED Spend Total | | (1,684) | |
| Non-ED Spend | RN Fill Rate | (437) | A |
| | HCA Unavailability | (33) | R |
| | Escalation Areas above Budget | (590) | R |
| | Medical Staff (Weekend Cover) | (150) | A |
| | Medical Staff (AMU Discharge GPs) | (120) | A |
| | Care Group Management Structure | (60) | R |
| Non-ED Spend Total | | (1,390) | |
| Unscheduled Care Spend Total | | (3,074) | |
| Scheduled Care Spend | Day Surgery & Escalation | (151) | R |
| | Loss of Theatre Capacity | (475) | R |
| | Agency premium | (459) | R |
| | Fill Rate | (484) | A |
| Scheduled Care Spend Total | | (1,569) | |
| W&C Spend | Legacy Case Review | (237) | R |
| | MLU Savings | 400 | R |
| | CNST Incentivisation | (400) | R |
| | Gynae Medical Agency | (60) | R |
| W&C Spend Total | | (297) | |
| Support Services Spend | Pathology Roche Contract | (371) | A |
| | Radiology Outsourcing | (207) | A |
| | Other | (248) | R |
| Support Services Spend Total | | (826) | |
| Corporate Spend | Care Group Management Support | (153) | R |
| | Clinical Site Management | (100) | R |
| | Additional Director | (37) | R |
| | Advertising/Recruitment | (145) | R |
| | Legal Fees | (80) | R |
| | PR | (30) | R |
| | Estate Maintenance/CQC | (379) | R |
| | Laundry/Postage | (140) | A |
| Corporate Spend Total | | (1,064) | |
| Total Expenditure | | (6,830) | |
| Finance Costs | | 167 | R |
| Total Trust | | (7,111) | |
| MRET | | 1,380 | A |
| Fertility | | 300 | A |
| Urology | | 200 | A |
| Bank | | 400 | A |
| Revised Total | | (4,831) | |

Key Messages

Discussions have been held with the care groups and the status of the overspending is highlighted in this table, whilst opportunities may exist to reduce the level of spending significant reduction in run rate appears unlikely.

Potential Rectification

| Area | Potential Rectification Opportunity £000s |
|------------------|--|
| | |
| Unscheduled Care | 745 |
| Scheduled Care | 1,157 |
| Support Services | 260 |
| | |
| Total | 2,162 |

Key Messages

Following a series of meetings with the care groups, opportunities to improve the run rate have been identified and are summarised in the table above.

Further work is to be undertaken to establish the capability of achieving the levels of improvement.

Cash

| | Actual September Month £000's | Forecast October Month £000's | Forecast November Month £000's | Forecast December Month £000's | Forecast January Month £000's | Forecast February Month £000's | Forecast March Month £000's | Total To Date And Forecast £000's |
|---|--|-------------------------------------|---|---|--|---|-----------------------------------|---|
| Balance B/fwd | 3,676 | 3,159 | 4,574 | 1,700 | 1,700 | 1,955 | 431 | 1,649 |
| I&E Cashflow | | | | | | | | |
| INCOME | | | | | | | | |
| Income I&E/Donated & PSF | 27,893 | 33,239 | 28,232 | 30,517 | 30,882 | 27,961 | 39,484 | 363,128 |
| PAY | | | | | | | | |
| Pay I&E | (21,777) | (21,412) | (21,385) | (21,511) | (21,576) | (21,478) | (21,044) | (254,317) |
| NON PAY | | | | | | | | |
| Non Pay I&E | (9,523) | (10,506) | (10,265) | (10,342) | (11,048) | (8,113) | (10,721) | (116,078) |
| Finance Costs | | | | | | | | |
| Finance Costs I&E | (1,616) | 5 | 5 | (66) | (53) | (124) | (1,635) | (3,620) |
| Capital | | | | | | | | |
| Capital Expenditure (inc Donated) | (2,036) | (189) | (1,135) | (1,237) | (1,213) | (1,175) | (1,822) | (10,767) |
| Total I&E Cashflow | (7,060) | 1,137 | (4,548) | (2,639) | (3,007) | (2,928) | 4,262 | (21,654) |
| External funding | | | | | | | | |
| Revolving Working Capital - I&E Deficit | 2,560 | | 1,545 | 1,669 | | | | 8,615 |
| Loan facility to cover non-receipt of PSF | | | | 1,968 | 4,341 | 2,483 | | 8,792 |
| Repayment of RWC - on receipt of PSF 1819 | | | | | | | | 0 |
| PDC Allocation - NHS WiFi in Secondary Care (Expenditure) | | | | (51) | (51) | (51) | (51) | (205) |
| PDC Allocation - NHS WiFi in Secondary Care (Income) | | | | 51 | 51 | 51 | 51 | 205 |
| PDC Allocation - 30 Bedded Ward (Expenditure) | (6) | | (637) | (637) | (637) | (637) | (637) | (3,192) |
| PDC Allocation - 30 Bedded Ward (Income) | | | 643 | 637 | 637 | 637 | 637 | 3,192 |
| Total Loan Cashflow | 2,554 | 0 | 1,551 | 3,637 | 4,341 | 2,483 | 0 | 17,407 |
| Balance sheet Changes | | | | | | | | |
| Total Balance Sheet Changes | 3,989 | 277 | 123 | (998) | (1,079) | (1,079) | (7,240) | 51 |
| Total Cashflow | (516) | 1,414 | (2,874) | 0 | 254 | (1,524) | (2,978) | (4,196) |
| Balance C/fwd | 3,159 | 4,574 | 1,700 | 1,700 | 1,955 | 431 | (2,547) | (2,547) |

The above cashflow is based on the most likely variance to the Trust's pre PSF control total of £4.246m. The above assumes that the Trust will receive cash support for the non-receipt of its total PSF ie shortfall of £8.792m. As no cash support will be available for the Trust's deficit over its agreed control total, there is a shortfall in cash of £4.246m. The Trust is required to hold a minimum cash balance of £1.700m.

Assuming that the Trust only receives external support for the agreed Control Total deficit of £8.615m and the shortfall in achieving PSF of £8.792m, it is forecast that the Trust's cash shortfall of £4.246m (forecast deficit over agreed Control Total) will start materialising in February 2019.

Key Messages

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 – 23RD OCTOBER 2018
FINANCE REPORT – MONTH 6

Paper 2.2

1. Income & Expenditure position

The financial position of the Trust at the end of month 6 is presented in the table below:

| | Annual | YTD | | |
|--|------------------|------------------|------------------|----------------|
| | Financial Plan | Plan | Actual | Variance |
| | £000s | £000s | £000s | £000s |
| Income | 355,007 | 178,865 | 178,637 | (227) |
| Pay | (246,151) | (125,481) | (126,128) | (647) |
| Non-Pay & Reserves | (112,580) | (56,694) | (56,744) | (49) |
| Total Expenditure | (358,731) | (182,175) | (182,872) | (696) |
| EBITDA | (3,724) | (3,310) | (4,234) | (924) |
| Finance Costs | (14,715) | (6,849) | (6,682) | 167 |
| Surplus/(deficit) against Control Total pre PSF and Phased Spend | (18,439) | (10,159) | (10,916) | (756) |
| Phased Spend | 0 | (760) | (760) | 0 |
| Medical Staffing Pay Award Allowance | | | 318 | 318 |
| Adjusted Surplus/(deficit) post Phased Spend | (18,439) | (10,919) | (11,357) | (438) |
| <i>Provider Sustainability Funding (PSF)</i> | <i>9,824</i> | <i>3,439</i> | <i>1,032</i> | <i>(2,407)</i> |
| <i>Surplus/(deficit) against Control Total post Phased Spend and PSF</i> | <i>(8,615)</i> | <i>(7,480)</i> | <i>(10,325)</i> | <i>(2,845)</i> |

At the end of September, six months into the 2018/19 financial year the Trust is reporting a year to date pre provider sustainability fund (PSF) deficit of £11.357m, £0.438m worse than plan.

2. Income

2.1 Income – Performance to date

Half way through the 2018/19 financial year the Trust had planned to receive income amounting to £178.865m excluding provider transformation funding (PSF) and had generated income amounting to £178.637m, an under performance of £0.228m.

| | YTD Budget | YTD Actual | Variance | Variance % | YTD Budget | YTD Actual | Financial Variance | Price Variance | Volume Variance |
|---------------------------------------|----------------|----------------|----------------|---------------|----------------|----------------|-----------------------|----------------|--------------------|
| | Activity | Activity | Activity | | £000s | £000s | £000s | £000s | £000s |
| Accident and Emergency (Attendances) | 60,584 | 61,545 | 961 | 1.6% | 7,860 | 8,242 | 382 | 257 | 125 |
| Outpatient Appts (Attendances) | 214,194 | 210,087 | (4,107) | (1.9%) | 24,572 | 24,041 | (531) | (136) | (395) |
| Elective Day Cases | 25,166 | 24,124 | (1,042) | (4.1%) | 16,118 | 15,081 | (1,037) | 64 | (1,101) |
| Elective Inpatient (Spells) | 2,954 | 2,742 | (212) | (7.2%) | 9,358 | 8,816 | (542) | 88 | (630) |
| Non Elective (Spells) | 25,228 | 27,434 | 2,206 | 8.7% | 51,576 | 54,463 | 2,887 | (1,234) | 3,639 |
| Non Elective Other | 3,346 | 3,257 | (89) | (2.6%) | 6,886 | 7,035 | 149 | 252 | (103) |
| Emergency Threshold | | | | | (2,244) | (3,326) | (1,082) | (1,082) | |
| Others (Inc Reserves) | | | | | 64,739 | 64,286 | (453) | (453) | |
| Total | 331,471 | 329,189 | (2,282) | (0.7%) | 178,865 | 178,637 | (228) | (2,244) | 1,534 |
| Phased Spend | | | | | (478) | (478) | 0 | 0 | |
| Total after Phased Spend | 331,471 | 329,189 | (2,282) | (0.7%) | 178,387 | 178,159 | (228) | (2,244) | 1,534 |
| Provider Sustainability Funding (PSF) | | | | | 3,439 | 1,032 | (2,407) | (2,407) | |
| Total after PSF | 331,471 | 329,189 | (2,282) | (0.7%) | 181,826 | 179,191 | (2,635) | (4,651) | 1,534 |

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 1.9%, 4,107 attendances. This exists across gynaecology, trauma and orthopaedics, ENT, neurology and ophthalmology.
- iii) Elective Daycase activity is under plan by 1,042 spells (4.1%), 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. There is also a gastroenterology underperformance in month this is due to the ongoing issues around staffing/ward cover.
- iv) Elective Inpatient spells are under delivering against plan by 212 spells (7.2%), this is across gynaecology, ENT and obstetrics and is also a knock on effect of theatre capacity aforementioned.
- v) Non Elective activity is 2,206 spells higher than the planned levels (8.7%), of which 3.9% (993 spells) is due to the introduction of a clinical decisions unit (CDU) at the PRH site.
- vi) Others is underperforming by £0.453m 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 now 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.

| | 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 | 11,023 | 10,162 | 9,964 | 10,383 | 10,126 | 9,558 | 9,448 | 9,710 | 9,706 | 9,238 | 10,293 | 9,746 | 119,913 |
| Outpatient Attendances | 34,201 | 36,133 | 35,277 | 35,204 | 36,497 | 34,407 | 33,572 | 34,825 | 36,678 | 38,136 | 30,377 | 35,063 | 35,699 | 34,301 | 36,574 | 35,525 | 421,851 |
| Elective Daycases | 3,785 | 4,144 | 4,049 | 3,993 | 4,015 | 4,186 | 3,945 | 4,049 | 4,402 | 4,312 | 3,769 | 4,161 | 3,955 | 4,016 | 4,421 | 4,131 | 48,999 |
| Elective Inpatient Spells | 419 | 466 | 534 | 473 | 486 | 437 | 400 | 441 | 527 | 505 | 461 | 498 | 392 | 425 | 477 | 431 | 5,529 |
| Emergency Spells | 4,459 | 4,715 | 4,468 | 4,547 | 4,696 | 4,694 | 4,402 | 4,597 | 4,329 | 4,461 | 4,500 | 4,430 | 4,566 | 4,301 | 4,657 | 4,508 | 54,247 |
| Maternity/Non Elective Other Spells | 504 | 598 | 524 | 542 | 523 | 502 | 606 | 544 | 591 | 546 | 544 | 560 | 542 | 527 | 569 | 546 | 6,577 |
| | | | | | | | | | | | | | | | | | |

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 | 4,015 | 4,186 | 3,945 | 4,049 | | | | 0 | | | | 0 | 24,124 | | |
| Variance | 2 | (75) | (359) | (144) | (269) | 31 | (370) | (203) | | | | (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 | 400 | 441 | | | | 0 | | | | 0 | 2,742 | | |
| Variance | (19) | (21) | 13 | (9) | (51) | (56) | (77) | (61) | | | | (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 | 4,696 | 4,694 | 4,402 | 4,597 | | | | 0 | | | | 0 | 27,434 | | |
| Variance | 338 | 465 | 183 | 329 | 454 | 566 | 199 | 407 | | | | (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 | 523 | 502 | 606 | 544 | | | | 0 | | | | 0 | 3,257 | | |
| Variance | (37) | 7 | (18) | (16) | (39) | (50) | 48 | (13) | | | | (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 | 36,497 | 34,407 | 33,572 | 34,825 | | | | 0 | | | | 0 | 210,087 | | |
| Variance | 243 | 878 | (2,510) | (463) | 899 | (331) | (3,286) | (906) | | | | (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 | 36,148 | 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 | 11,023 | 10,162 | 9,964 | 10,383 | | | | 0 | | | | 0 | 61,545 | | |
| Variance | (227) | 458 | 27 | 86 | 465 | 111 | 127 | 234 | | | | (9,710) | | | | (9,746) | | | |
| 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 | 8,628 | 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 £126.128m against a plan of £125.481m resulting in an overspend of £0.647m. This is before a below the line adjustment to remove the accrual for the Medical Staffing pay award.

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 | 5,280 | 9,294 | 7,981 | (2,701) | 1,313 | 1,482 | 1,136 | 346 |

As you can see, total agency spend year to date amounted to £7.981m, £2.701m above the agency ceiling set by NHSI.

3.2 Non Pay

To date the non pay spend amounted to £56.744m against a plan of £56.694m resulting in an overspend of £0.049m.

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 | 5,891 | | |

4. Forecast Outturn

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

| Element | Best | Worst | Most Likely |
|--|------------------|------------------|------------------|
| Income | 359,193 | 359,193 | 359,193 |
| MRET/Readmissions monies | 2,500 | | 1,380 |
| Contract challenges | | (1,500) | |
| Recover Fertility under performance | 300 | | 300 |
| Urology income | 200 | | 200 |
| Income after adjustments | 362,193 | 357,693 | 361,073 |
| Pay | (255,474) | (255,474) | (255,474) |
| Impact of weekly bank | 400 | | 400 |
| Pay after adjustments | (255,074) | (255,474) | (255,074) |
| Non Pay after adjustments | (116,402) | (116,402) | (116,402) |
| Total Expenditure | (371,476) | (371,876) | (371,476) |
| Finance Costs after adjustments | (13,364) | (13,364) | (13,364) |
| Forecast Outturn Pre PSF and Rectification | (22,646) | (27,546) | (23,766) |
| Further potential rectification opportunities | 2,162 | | 1,081 |
| Forecast Outturn Pre PSF Post Rectification | (20,484) | (27,546) | (22,685) |
| Control Total pre PSF | (18,439) | (18,439) | (18,439) |
| Variance | (2,045) | (9,107) | (4,246) |
| <i>PSF</i> | <i>1,032</i> | <i>1,032</i> | <i>1,032</i> |
| Forecast Outturn Post PSF and Rectification | (19,452) | (26,514) | (21,653) |
| Control Total post PSF | (8,615) | (8,615) | (8,615) |
| Variance | (10,837) | (17,899) | (13,038) |

The Trusts most likely forecast position is to overspend against the Trusts control total by £4.246m, work is however taking place to pursue further opportunities to improve the end of year position. If each of the opportunities were realised this would have the effect of reducing the level of overspend against the control total to £2.045m.

The revised forecast outturn runrate is presented in the table below:

| 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 | Last Month £000s | Variance £000s |
|----------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|-------------------|-------------------|-------------------|------------------|---------------------|-------------------|
| Income | 28,322 | 29,877 | 30,597 | 30,650 | 30,006 | 29,192 | 31,450 | 30,966 | 28,475 | 30,274 | 28,876 | 30,509 | 359,193 | 360,339 | (1,146) |
| Pay | (21,160) | (21,222) | (22,098) | (20,482) | (20,559) | (20,608) | (21,259) | (21,531) | (21,631) | (21,879) | (21,553) | (21,492) | (255,474) | (255,808) | 334 |
| Non-Pay | (9,261) | (9,597) | (9,311) | (9,779) | (9,894) | (9,235) | (10,393) | (9,766) | (9,714) | (9,726) | (9,740) | (9,986) | (116,402) | (117,613) | 1,211 |
| Total Expenditure | (30,421) | (30,819) | (31,409) | (30,261) | (30,453) | (29,843) | (31,651) | (31,297) | (31,346) | (31,605) | (31,293) | (31,477) | (371,876) | (373,421) | 1,545 |
| EBITDA | (2,099) | (942) | (812) | 389 | (447) | (651) | (201) | (332) | (2,871) | (1,332) | (2,417) | (968) | (12,682) | (13,082) | 400 |
| Finance Costs | (1,110) | (1,113) | (1,076) | (1,156) | (1,115) | (1,112) | (1,114) | (1,114) | (1,114) | (1,114) | (1,114) | (1,114) | (13,364) | (13,368) | 4 |
| Surplus/(Deficit) | (3,209) | (2,055) | (1,888) | (767) | (1,562) | (1,763) | (1,315) | (1,445) | (3,985) | (2,445) | (3,531) | (2,081) | (26,046) | (26,450) | 404 |
| Cumulative | (3,209) | (5,264) | (7,152) | (7,919) | (9,481) | (11,244) | (12,559) | (14,004) | (17,989) | (20,434) | (23,965) | (26,046) | | | |
| MRET | 0 | 0 | 0 | 0 | 0 | 0 | 805 | 115 | 115 | 115 | 115 | 115 | 1,380 | 1,380 | 0 |
| Fertility/Urology | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 100 | 100 | 100 | 100 | 100 | 500 | 500 | 0 |
| Bank | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 400 | 400 | 400 | 0 |
| Revised Surplus/(Deficit) | (3,209) | (2,055) | (1,888) | (767) | (1,562) | (1,763) | (510) | (1,230) | (3,770) | (2,230) | (3,316) | (1,466) | (23,766) | (24,170) | 404 |
| Control Total pre PSF | | | | | | | | | | | | | (18,439) | (18,439) | 0 |
| Variance | | | | | | | | | | | | | (5,327) | (5,731) | 404 |

As can be seen the estimated deficit at the yearend has now improved by £0.404m reflecting:

- Lower than expected Income in the month of September, which has reduced anticipated income during the year by £1.146m; and
- Lower than expected pay and non pay spending in the month of September which has resulted in a reduction to the forecast annual level of pay and non pay spending by £1.549m.

Accordingly the Trust is now estimating a variance from the control total amounting to £5.327m pre any further potential rectification opportunities.

In the previous financial month it was highlighted that the forecast adverse variance had arisen because of a combination of undelivered waste reduction schemes and the introduction of new spending commitments in the 2018/19 financial year. The table below describes the adverse variance across the Trust care groups.

| Area | Waste Reduction | New Spend Commitments | Total |
|-----------------------------|-----------------|-----------------------|----------------|
| Income | | (448) | (448) |
| ED | (310) | (1,684) | (1,994) |
| Non-ED | (1,115) | (1,390) | (2,505) |
| <i>Unscheduled Care</i> | <i>(1,425)</i> | <i>(3,074)</i> | <i>(4,499)</i> |
| Scheduled Care | (1,017) | (1,569) | (2,586) |
| W&C | (1,011) | (297) | (1,308) |
| Support Services | (195) | (826) | (1,021) |
| Corporate | (109) | (1,064) | (1,173) |
| Reserves - Assumed Slippage | 692 | | 692 |
| Expenditure | (3,065) | (6,830) | (9,895) |
| Finance Costs | 1,300 | 167 | 1,467 |
| Total | (1,765) | (7,111) | (8,876) |
| Inflation Savings | 1,269 | | 1,269 |
| Total | (496) | (7,111) | (7,607) |
| MRET | | 1,380 | 1,380 |
| Fertility | | 300 | 300 |
| Urology | | 200 | 200 |
| Bank | | 400 | 400 |
| Revised Total | (496) | (4,831) | (5,327) |

The waste reduction target of £8.198m has been under achieved by £0.496m. That said this level of under achievement has been made possible because in year:

- The Trust has been able to benefit from the full year effect of the rate revaluation exercise (£1.300m); and
- The Trust has realised savings associated with inflation amounting to £1.269m.

After discounting for these two opportunities the Trusts planned waste reduction schemes have under achieved by £3.065m.

During the year, new spending commitments have been entered into at a cost of £7.111m.

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 | 2018/19 Saving Plan | 2018/19 Identified | 2018/19 Improvement Variance | Improvement Possibility |
| Stranded Patients | | | | | |
| Unavailability | Workforce (Nursing) | 960 | 60 | (900) | R |
| Escalation | Workforce (Nursing) | 700 | 510 | (190) | R |
| Nurse Agency premium | Workforce (Nursing) | 1,550 | 1,175 | (375) | R |
| Total Stranded Patients | | 3,210 | 1,746 | (1,464) | |
| Procurement | Procurement | 1,300 | 952 | (348) | A |
| Income Reduction | | | | | |
| W&C's Addressing Income Reduction | Workforce (Nursing) | 1,084 | 0 | (1,084) | R |
| Radiology Addressing Income Reduction | Imaging | 416 | 474 | 58 | A |
| Total Income Reduction | | 1,500 | 474 | (1,026) | |
| Other | | | | | |
| Theatres, Outpatients and Endoscopy | Workforce (Medical) | 750 | 429 | (321) | A |
| Ophthalmology Consolidation | Other Savings plans | 50 | 0 | (50) | R |
| Corporate Services 1&2 | | 500 | 369 | (131) | A |
| Housekeeping | Other Savings plans | 1,250 | 985 | (265) | A |
| WLI | Workforce (Medical) | 150 | 0 | (150) | R |
| Drug Spend | Hospital Medicine and Pharmacy | 180 | 176 | (4) | A |
| Total Other | | 2,880 | 1,960 | (920) | |
| Grand Total | | 8,890 | 5,133 | (3,757) | |
| Assumed Slippage | | (692) | | 692 | |
| Revised Total | | 8,198 | 5,133 | (3,065) | |
| Finance Costs | | | 1,300 | 1,300 | |
| Inflation Savings | | | 1,269 | 1,269 | |
| Revised Total | | 8,198 | 7,702 | (496) | |

As can be seen the Trust is presently presenting an under delivery in respect of the Trusts planned waste reduction programme of £3.065m. This is due to:

- Stranded patients – (£1.464m)
 - This shortfall exists due to the inability to fully realise the benefits from a reduction of 180 stranded patients, resulting in an additional bed requirement over and above the core funded bed base. The resulting impact this then has on the Trusts ability to work at a 92% occupancy rate, which would have allowed improvements to be made in both unavailability and agency premium, is adversely affected.
- Procurement – (£0.348m)
 - The most recent benchmarking data demonstrates the significant strides made by the procurement department over the last 12 months and placed the Trust as 9th best in the country. The procurement team continue to explore further opportunities in order to reduce the shortfall against this scheme.
- Income reduction – (£1.026m)
 - An underperformance in Women & Children's activity continues in the 2018/19 financial year and as a result the care group have been unable to realise any benefits from either a growth or activity repatriation. Further pressure associated with legacy cases has meant that a reduction of staffing has not been possible.
- Other – (£0.920m)
 - The main area of underperformance within this category is within Theatres. Further work is being undertaken with support from Four Eyes Insight to potentially release further savings.

- Slippage - £0.692m

B Additional expenditure

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

| Area | Narrative | New Spend Commitments | Improvement Possibility |
|------------------------------|-----------------------------------|-----------------------|-------------------------|
| Income | | (448) | R |
| ED Spend | Medical/Consultant Spend | (1,280) | A |
| | Escalation Areas above Budget | (335) | R |
| | A&E Trackers | (69) | R |
| ED Spend Total | | (1,684) | |
| Non-ED Spend | RN Fill Rate | (437) | A |
| | HCA Unavailability | (33) | R |
| | Escalation Areas above Budget | (590) | R |
| | Medical Staff (Weekend Cover) | (150) | A |
| | Medical Staff (AMU Discharge GPs) | (120) | A |
| | Care Group Management Structure | (60) | R |
| Non-ED Spend Total | | (1,390) | |
| Unscheduled Care Spend Total | | (3,074) | |
| Scheduled Care Spend | Day Surgery & Escalation | (151) | R |
| | Loss of Theatre Capacity | (475) | R |
| | Agency premium | (459) | R |
| | Fill Rate | (484) | A |
| Scheduled Care Spend Total | | (1,569) | |
| W&C Spend | Legacy Case Review | (237) | R |
| | MLU Savings | 400 | R |
| | CNST Incentivisation | (400) | R |
| | Gynae Medical Agency | (60) | R |
| W&C Spend Total | | (297) | |
| Support Services Spend | Pathology Roche Contract | (371) | A |
| | Radiology Outsourcing | (207) | A |
| | Other | (248) | R |
| Support Services Spend Total | | (826) | |
| Corporate Spend | Care Group Management Support | (153) | R |
| | Clinical Site Management | (100) | R |
| | Additional Director | (37) | R |
| | Advertising/Recruitment | (145) | R |
| | Legal Fees | (80) | R |
| | PR | (30) | R |
| | Estate Maintenance/CQC | (379) | R |
| | Laundry/Postage | (140) | A |
| Corporate Spend Total | | (1,064) | |
| Total Expenditure | | (6,830) | |
| Finance Costs | | 167 | R |
| Total Trust | | (7,111) | |
| MRET | | 1,380 | A |
| Fertility | | 300 | A |
| Urology | | 200 | A |
| Bank | | 400 | A |
| Revised Total | | (4,831) | |

Discussions have been held with the care groups and the status of the overspending is highlighted in the above table, whilst opportunities may exist to reduce the level of spending significant reduction in run rate appears unlikely.

Following a series of meetings with the care groups, opportunities to improve the run rate have been identified and are summarised in the table below.

| Area | Potential Rectification Opportunity £000s |
|------------------|--|
| | |
| Unscheduled Care | 745 |
| Scheduled Care | 1,157 |
| Support Services | 260 |
| | |
| Total | 2,162 |

Further work is to be undertaken to establish the capability of achieving the levels of improvement.

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 6 (September 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 |
| Outstanding Commitments from 2017/18 | 200 | 51 | 87 | 138 | 30 | 32 | 200 | 0 |
| Pre-Committed Schemes | | | | | | | | |
| PC Ophthalmology move into Copthorne Building - Phase 3 | 1,196 | 0 | 972 | 972 | 224 | 0 | 1,196 | 0 |
| PC In House costs of delivery of schemes | 820 | 355 | 344 | 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 | 200 | 227 | 427 | 0 | 0 | 427 | -25 |
| PC Subway Duct - RSH (further phases following on from 2017/18 agreement) | 200 | 2 | 0 | 2 | 198 | 0 | 200 | 0 |
| Contingency Fund - Estates | 350 | 42 | 132 | 174 | 160 | 16 | 350 | 0 |
| Contingency Fund - Medical Equipment | 250 | 112 | 36 | 148 | 0 | 102 | 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 | 6 | 31 | 37 | 0 | 13 | 50 | 0 |
| Contingency Fund - Patient Environment (inc Furniture) | 50 | 0 | 0 | 0 | 0 | 50 | 50 | 0 |
| Total Delegated Contingency Funds | 1,257 | 187 | 356 | 542 | 160 | 554 | 1,257 | 0 |
| Capitalisation of Expenditure | 1,820 | 627 | 884 | 1,511 | 309 | 0 | 1,820 | 0 |
| Corporate Contingency (In Year Allocations) | 598 | 159 | 118 | 277 | 234 | 110 | 621 | -23 |
| CC - PRH Maternity US Scanner | 64 | 64 | 0 | 64 | 0 | 0 | 64 | 0 |
| CC - 6 Facet Survey Update | 20 | 20 | 0 | 20 | 0 | 0 | 20 | 0 |
| CC - Clinic 6/Colposcopy Upgrade | 21 | 13 | 16 | 29 | 0 | 0 | 29 | -8 |
| CC - Estates Strategy Refresh | 20 | 19 | 0 | 19 | 1 | 0 | 20 | 0 |
| CC - Consultant Histologist Accommodation - Phase 2 | 50 | 43 | 0 | 43 | 0 | 0 | 43 | 7 |
| CC - PRH Clinic F Breast Imaging Redesign 18.19 | 22 | 0 | 4 | 4 | 18 | 0 | 22 | 0 |
| CC - PRH Temperature Control for Pharmacy Supplies | 70 | 0 | 2 | 2 | 68 | 0 | 70 | 0 |
| CC - Video Conferencing at SBP | 21 | 0 | 21 | 21 | 0 | 0 | 21 | 0 |
| CC - Mattresses - replacement and store facility | 40 | 0 | 61 | 61 | 0 | 0 | 61 | -21 |
| CC - Treatment Room in Ward 17 | 50 | 0 | 0 | 0 | 50 | 0 | 50 | 0 |
| CC - Replacement of Medical Records Racking at RSH | 12 | 0 | 0 | 0 | 12 | 0 | 12 | 0 |
| CC - Excessive Levels of Nitrous Oxide in Maternity Birthing Facilities | 84 | 0 | 0 | 0 | 84 | 0 | 84 | 0 |
| CC - SSD Independent Monitoring System Upgrade | 14 | 0 | 14 | 14 | 0 | 0 | 14 | 0 |
| Estates Risks Rated Priority 1 | | | | | | | | |
| Estates Risks Priority 1: Asbestos | 145 | 43 | 0 | 43 | 102 | 0 | 145 | 0 |
| Estates Risks Priority 1: Fire (Potential Enforcement Notice) | 200 | 93 | 24 | 117 | 83 | 0 | 200 | 0 |
| Estates Risks Priority 1: Ward refurbishment works whilst wards decant | 100 | 86 | 13 | 98 | 2 | 0 | 100 | 0 |
| Estates Risks Rated Priority 1: Roadways/pathways/external lighting | 79 | 22 | 34 | 56 | 23 | 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 |
| New In Year Capital Projects | | | | | | | | |
| NIY - NHS WiFi in Secondary Care (PDC Allocation) | 205 | 0 | 67 | 67 | 138 | 0 | 205 | 0 |
| NIY - Additional Bed Capacity - 30 Bedded Ward (Ward 19) | 3,192 | 6 | 356 | 362 | 2,830 | 0 | 3,192 | 0 |
| Total Capital Schemes | 12,467 | 3,589 | 3,482 | 7,071 | 4,738 | 696 | 12,505 | -38 |
| Overcommitted/Unallocated | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 12,467 | 3,589 | 3,482 | 7,071 | 4,738 | 696 | 12,505 | -38 |

At Month 06, the Capital Resource Limit (CRL) for 2018/19 has increased to £12.467m following receipt of £3.192m PDC for 'Capital to support increased capacity and improve emergency care performance this winter':

- £9.070m Internally Generated CRL
- £0.205m NHS WiFi in Secondary Care
- £3.192m Capital to support increased winter capacity (Ward 19)
- **£12.467m CRL**

Below shows the overall position at Month 6 (*ie end of September 2018*) :

| Status | £m | % |
|---|-----------|----------|
| Expensed | 3.589 | 28.79 |
| Ordered - not yet expensed | 3.482 | 27.93 |
| Committed – not yet ordered or expensed | 4.738 | 38.00 |
| Schemes yet to be identified (<i>reduced in respect of forecast overspend</i>) | 0.658 | 5.28 |

The Trust is not permitted to overspend on CRL, so the above forecast over-commitment of £0.038m will be rectified before year end.

The Trust has received confirmation of receipt of £3.192m for additional bed capacity to improve performance over winter. This allocation is being utilised to refurbish Ward 19 at RSH. The allocation is made on the condition that the ward is operational by 24 December 2018. This is a very challenging timeframe and will only be achievable by full co-operation of all Trust staff and our chosen building contractor undertaking 'accelerated' working hours.

It should be noted that there **only remains £0.110m** in Corporate Contingency for the remaining six months of the financial year.

6. Trust cash position

The Shrewsbury and Telford Hospital NHS Trust

Cashflow - 2018/19

| | Actual September Month £000's | Forecast October Month £000's | Forecast November Month £000's | Forecast December Month £000's | Forecast January Month £000's | Forecast February Month £000's | Forecast March Month £000's | Total To Date And Forecast £000's |
|---|--|-------------------------------------|---|---|--|---|-----------------------------------|---|
| Balance B/fwd | 3,676 | 3,159 | 4,574 | 1,700 | 1,700 | 1,955 | 431 | 1,649 |
| I&E Cashflow | | | | | | | | |
| INCOME | | | | | | | | |
| Income I&E/Donated & PSF | 27,893 | 33,239 | 28,232 | 30,517 | 30,882 | 27,961 | 39,484 | 363,128 |
| PAY | | | | | | | | |
| Pay I&E | (21,777) | (21,412) | (21,385) | (21,511) | (21,576) | (21,478) | (21,044) | (254,317) |
| NON PAY | | | | | | | | |
| Non Pay I&E | (9,523) | (10,506) | (10,265) | (10,342) | (11,048) | (8,113) | (10,721) | (116,078) |
| Finance Costs | | | | | | | | |
| Finance Costs I&E | (1,616) | 5 | 5 | (66) | (53) | (124) | (1,635) | (3,620) |
| Capital | | | | | | | | |
| Capital Expenditure (inc Donated) | (2,036) | (189) | (1,135) | (1,237) | (1,213) | (1,175) | (1,822) | (10,767) |
| Total I&E Cashflow | (7,060) | 1,137 | (4,548) | (2,639) | (3,007) | (2,928) | 4,262 | (21,654) |
| External funding | | | | | | | | |
| Revolving Working Capital - I&E Deficit | 2,560 | | 1,545 | 1,669 | | | | 8,615 |
| Loan facility to cover non-receipt of PSF | | | | 1,968 | 4,341 | 2,483 | | 8,792 |
| Repayment of RWC - on receipt of PSF 1819 | | | | | | | | 0 |
| PDC Allocation - NHS WiFi in Secondary Care (Expenditure) | | | | (51) | (51) | (51) | (51) | (205) |
| PDC Allocation - NHS WiFi in Secondary Care (Income) | | | | 51 | 51 | 51 | 51 | 205 |
| PDC Allocation - 30 Bedded Ward (Expenditure) | (6) | | (637) | (637) | (637) | (637) | (637) | (3,192) |
| PDC Allocation - 30 Bedded Ward (Income) | | | 643 | 637 | 637 | 637 | 637 | 3,192 |
| Total Loan Cashflow | 2,554 | 0 | 1,551 | 3,637 | 4,341 | 2,483 | 0 | 17,407 |
| Balance sheet Changes | | | | | | | | |
| Total Balance Sheet Changes | 3,989 | 277 | 123 | (998) | (1,079) | (1,079) | (7,240) | 51 |
| Total Cashflow | (516) | 1,414 | (2,874) | 0 | 254 | (1,524) | (2,978) | (4,196) |
| Balance C/fwd | 3,159 | 4,574 | 1,700 | 1,700 | 1,955 | 431 | (2,547) | (2,547) |

Cashflow 2019/20

| Forecast April Month £000's | Forecast May Month £000's | Forecast June Month £000's | Forecast July Month £000's | Forecast August Month £000's | Forecast September Month £000's |
|-----------------------------------|---------------------------------|----------------------------------|----------------------------------|------------------------------------|--|
| (2,547) | (571) | (1,548) | (2,332) | (2,452) | (2,524) |
| | | | | | |
| | | | | | |
| 31,892 | 29,582 | 29,750 | 30,819 | 29,305 | 29,668 |
| | | | | | |
| (20,385) | (20,621) | (20,538) | (20,843) | (21,044) | (20,875) |
| | | | | | |
| (8,997) | (9,406) | (9,233) | (9,332) | (9,584) | (9,736) |
| | | | | | |
| (39) | (39) | (39) | (39) | (39) | (1,615) |
| | | | | | |
| (494) | (494) | (724) | (724) | (924) | (924) |
| 1,976 | (978) | (784) | (119) | (2,286) | (3,482) |
| | | | | | |
| | | | | | |
| | | | | 2,214 | 3,459 |
| | | | | | |
| | | | | | |
| | | | | | |
| 0 | 0 | 0 | 0 | 2,214 | 3,459 |
| | | | | | |
| | | | | | |
| 0 | 0 | 0 | 0 | 0 | 0 |
| 1,976 | (978) | (784) | (119) | (72) | (23) |
| (571) | (1,548) | (2,332) | (2,452) | (2,524) | (2,546) |

The above cashflow is based on the most likely variance to the Trust's pre PSF control total of £4.246m. The above assumes that the Trust will receive cash support for the non-receipt of its total PSF ie shortfall of £8.792m. As no cash support will be available for the Trust's deficit over its agreed control total, there is a shortfall in cash of £4.246m. The Trust is required to hold a minimum cash balance of £1.700m.

The Trust will receive support of Department of Health and Social Care loan in order to underpin the Trust's agreed Control Total of deficit £8.615m. To date the Trust has drawn £5.401m of loan, with a further £1.545m being requested for November. The Trust has not needed to draw loan to cover all of the reported I&E deficit to date as it currently benefits from cash relating to prior year, eg receipt in cash of income relating to 2017/18 Forecast Outturn (c£6.7m); 2017/18 STP Bonus funding received in cash 2018/19 (c£2.7m); unwinding of pre-paid creditors in 2017/18. As these benefits are utilised as the year progresses, the Trust will require cash support to underpin the reported I&E deficit.

Assuming that the Trust only receives external support for the agreed Control Total deficit of £8.615m and the shortfall in achieving PSF of £8.792m, it is forecast that the Trust's cash shortfall of £4.246m (forecast deficit over agreed Control Total) will start materialising in February 2019.

7. Receivables/Payables

7.1 Receivables

Accounts Receivable aged debt summary as at 30 September 2018:

| | 1-30 Days | 31-60 Days | 61+ Days | Total |
|-------------------|--------------|------------|--------------|--------------|
| | £000 | £000 | £000 | £000 |
| NHS (English) | 3,896 | 443 | 2,116 | 6,455 |
| NHS (Non-English) | 15 | 9 | 106 | 130 |
| Private Patients | 36 | 3 | 26 | 65 |
| Other* | 218 | 149 | 223 | 590 |
| Total | 4,165 | 604 | 2,471 | 7,240 |

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

The outstanding receivables balances as at 30 September 2018 over £0.100m are:

| | 1-30 Days | 31-60 Days | 61+ Days | Total |
|-----------------------------------|-----------|------------|----------|-------|
| | £000 | £000 | £000 | £000 |
| NHS England Commissioning* | 549 | 265 | 1,440 | 2,254 |
| Telford & Wrekin CCG | 1,539 | 0 | 12 | 1,551 |
| Shropshire CCG | 802 | 42 | 135 | 979 |
| Shropshire Community Health Trust | 522 | 19 | 143 | 684 |
| RJAH | 193 | 36 | 214 | 443 |
| CP Plus | 124 | 36 | 0 | 160 |

*The NHS England 1-30 days balance includes £0.484m of invoices raised in advance for Month 7 contract income to ensure payment is received during October 2018.

Credit notes raised reducing income over £0.100m in September 2018 were:

Betsi Cadwaladr UHB £121,319 in respect of the final adjustment to the 2017/18 forecast outturn invoice.

7.2 Payables

Accounts Payable aged summary of outstanding invoices as at 30 September 2018:

| | 1-30 Days | 31-60 Days | 61+ Days | Total |
|--------------|--------------|--------------|--------------|---------------|
| | £000s | £000s | £000s | £000s |
| NHS | 273 | 159 | 766 | 1,198 |
| Non- NHS | 6,458 | 3,216 | 1,577 | 11,251 |
| Total | 6,731 | 3,375 | 2,343 | 12,449 |

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 | Sep-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 | 3,218 | 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 | 3,572 |
| 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 | 2,335 |
| 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 | 8,042 |
| 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 | 2,767 |
| 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 | 4,408 | 3,892 |
| 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 | 21,752 | 20,608 |
| Consultants | 240 | 246 | 247 | 250 | 249 | 252 | 254 | 251 | 253 | 253 | 252 | 251 | 251 | 250 | 250 | 251 | 252 | 249 | 253 |
| Medical Staffing | 349 | 340 | 356 | 357 | 361 | 365 | 336 | 340 | 353 | 345 | 341 | 344 | 350 | 349 | 361 | 361 | 356 | 381 | 382 |
| 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 | 2,388 |
| Other Clinical | 795 | 793 | 805 | 807 | 811 | 809 | 818 | 825 | 830 | 826 | 816 | 824 | 819 | 826 | 845 | 847 | 850 | 853 | 847 |
| 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 | 1,574 |
| 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 | 5,444 |

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 | Sep 2018 £000's |
|--------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|----------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Consultants | 217 | 212 | 286 | 256 | 255 | 291 | 322 | 297 | 274 | 244 | 245 | 195 | 309 | 228 | 288 | 294 | 348 | 228 | 249 |
| Medical Staff | 478 | 282 | 307 | 309 | 265 | 236 | 277 | 460 | 493 | 503 | 479 | 413 | 463 | 272 | 410 | 310 | 367 | 278 | 212 |
| Nursing | 527 | 508 | 516 | 567 | 910 | 894 | 988 | 771 | 720 | 772 | 774 | 821 | 909 | 683 | 770 | 780 | 794 | 659 | 671 |
| Other Clinical | 52 | 61 | 51 | 32 | 41 | 27 | 40 | 46 | 39 | 42 | 25 | 26 | 42 | 29 | 44 | 25 | 25 | 12 | 4 |
| Non clinical | 55 | 43 | 52 | 17 | 1 | 4 | 21 | 20 | 2 | 0 | 3 | 3 | 0 | -1 | 2 | 0 | 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 | 1,136 |

| | 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 | Sep 2018 WTE |
|--------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Consultants | 10 | 11 | 14 | 14 | 13 | 14 | 15 | 13 | 15 | 13 | 12 | 10 | 12 | 10 | 12 | 13 | 14 | 13 | 13 |
| Medical Staff | 38 | 28 | 33 | 28 | 26 | 25 | 24 | 30 | 40 | 41 | 37 | 37 | 37 | 27 | 35 | 34 | 36 | 28 | 24 |
| Nursing | 101 | 86 | 92 | 99 | 140 | 135 | 142 | 128 | 129 | 134 | 145 | 162 | 162 | 116 | 121 | 129 | 134 | 114 | 113 |
| Other Clinical | 12 | 10 | 9 | 7 | 8 | 8 | 6 | 8 | 7 | 6 | 5 | 4 | 8 | 6 | 7 | 6 | 5 | 5 | 3 |
| Non Clinical | 11 | 11 | 13 | 6 | 2 | 1 | 1 | 0 | 2 | 1 | 0 | 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 | 154 |

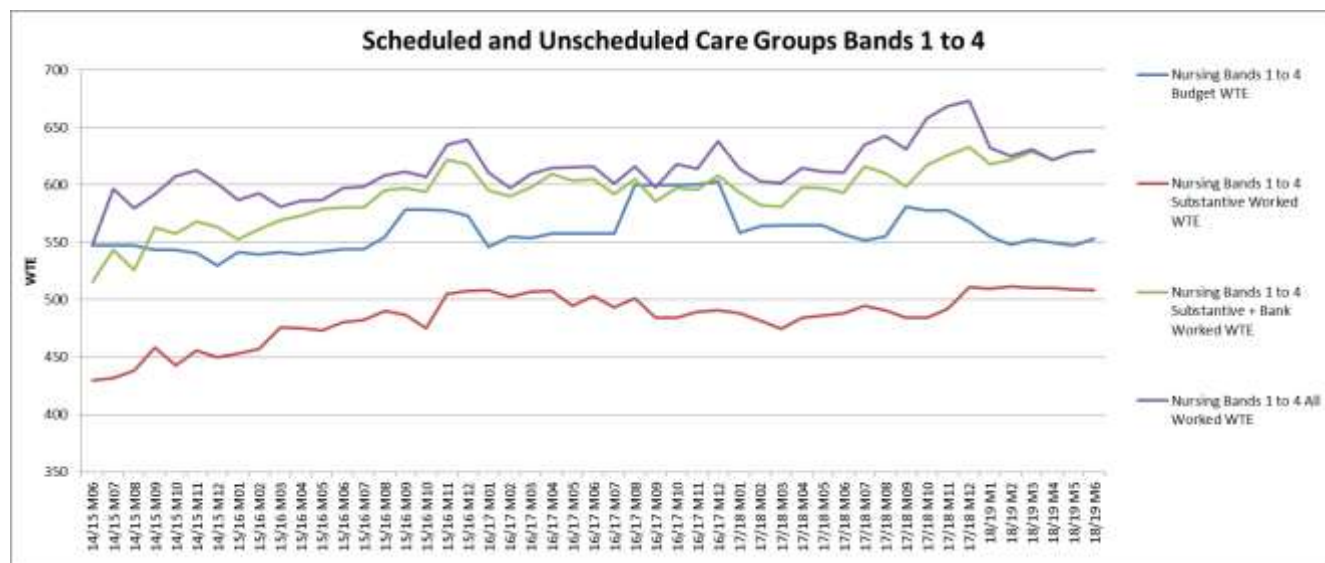
Bank Usage

| | 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 | Sep 2018 £000's |
|------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|----------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Nursing | 738 | 524 | 557 | 581 | 584 | 649 | 637 | 594 | 683 | 702 | 592 | 778 | 638 | 890 | 719 | 725 | 597 | 673 | 697 |
| Other Clinical | 39 | 45 | 45 | 30 | 29 | 28 | 35 | 37 | 30 | 34 | 28 | 27 | 29 | 38 | 24 | 29 | 42 | 45 | 51 |
| Non Clinical | 135 | 154 | 154 | 140 | 119 | 108 | 122 | 110 | 108 | 110 | 89 | 112 | 108 | 169 | 133 | 126 | 155 | 201 | 141 |
| Total Bank Staff | 912 | 723 | 756 | 751 | 732 | 786 | 794 | 741 | 821 | 846 | 709 | 917 | 776 | 1,098 | 876 | 880 | 793 | 920 | 889 |

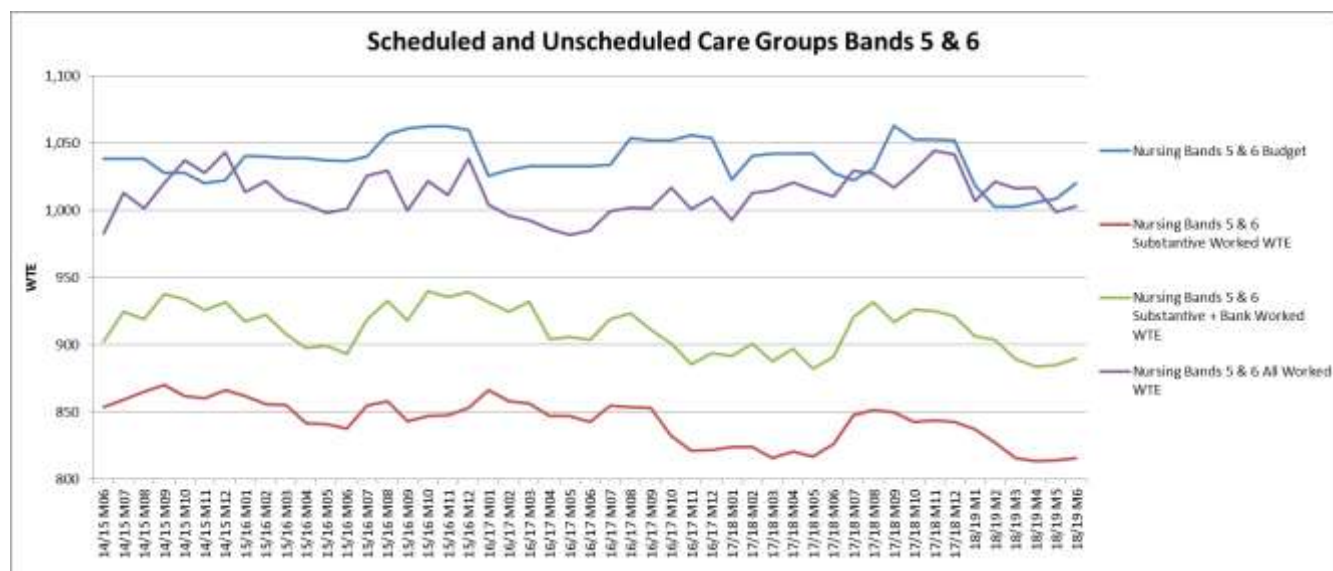
| | Average Jan-Mar 2016 WTE | Average Apr-Jun 2016 WTE | Average Jul-Sep 2016 WTE | Average Oct-Dec 2016 WTE | Average Jan-Mar 2017 WTE | Average Apr-Jun 2017 WTE | Average Jul-Sep 2017 WTE | Average Oct 2017 WTE | Nov 2017 WTE | Dec 2017 WTE | Jan 2018 WTE | Feb 2018 WTE | Mar 2018 WTE | Apr 2018 WTE | May 2018 WTE | Jun 2018 WTE | Jul 2018 WTE | Aug 2018 WTE | Sep 2018 WTE |
|----------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Nursing | 225 | 167 | 182 | 182 | 196 | 193 | 195 | 214 | 217 | 194 | 230 | 232 | 222 | 194 | 208 | 214 | 203 | 214 | 218 |
| Other Clinical | 12 | 10 | 12 | 11 | 10 | 12 | 15 | 12 | 11 | 10 | 10 | 12 | 12 | 11 | 10 | 11 | 17 | 16 | 16 |
| Non Clinical | 71 | 71 | 72 | 66 | 49 | 46 | 55 | 45 | 50 | 45 | 50 | 51 | 62 | 61 | 63 | 64 | 67 | 72 | 59 |
| Total Bank Staff wte | 308 | 248 | 265 | 259 | 256 | 252 | 265 | 271 | 278 | 250 | 290 | 294 | 296 | 265 | 281 | 288 | 287 | 302 | 293 |

Nursing spending - Scheduled and Unscheduled Care Groups

Unqualified

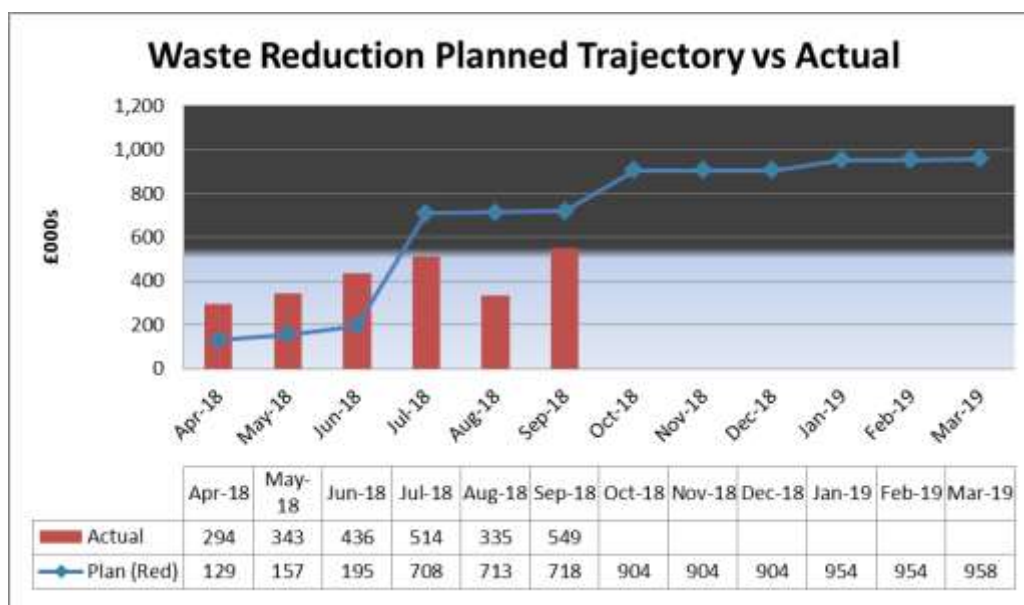


Qualified



Waste Reduction Programme

Waste Reduction Trajectory v Actual and Forecast



Against the YTD plan of £2.620 million, £2.468 million has been delivered to date, with an adverse variance of £0.152 million.

Rectification plans are being reviewed to offset foreseeable shortfalls across all other areas.

- 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

| Objective | Schemes Waste Reduction Milestone | Assurance | | | | Indicator | | | |
|-----------|--|-----------|-----|------|-----------------|----------------------|------------------|--------------------------------------|--------------------|
| | | PID | QIA | PLAN | FINANCE TRACKER | Is the task Defined? | Is there a plan? | Is there ownership of plan delivery? | Are we delivering? |
| 36 | Procurement Savings | G | G | G | G | G | AG | AG | AG |
| 14 34 | Unavailability - restrict to 24 per cent by July | G | A | G | G | G | A | G | RA |
| 36 | Addressing Income Reduction - cost savings | AG | A | A | A | A | A | AG | A |
| 3 34 | Theatres, Outpatients, Endoscopy Radiology | AG | G | G | G | AG | AG | G | A |
| 36 | Ophthalmology Consolidation | AG | G | G | G | AG | R | A | R |
| 36 | Corporate Services 1 | G | G | G | G | AG | A | AG | A |
| | Corporate Services 2 | G | G | G | G | G | G | G | G |
| 36 | Housekeeping - 2 % savings | AG | AG | A | AG | A | A | AG | A |
| | Reduce Escalation by 1st July | A | RA | A | G | G | A | AG | A |
| 21 34 | Nurse Agency premium mgt - Tier 1 Oct | G | A | A | A | G | A | G | A |
| 36 | WLI Review £150 to NHSI cap rate £120 | R | RA | RA | R | R | RA | RA | R |
| 36 | Drug Spend - £7.2 million - 5 per cent | RA | G | AG | AG | G | AG | G | AG |

To be noted:

- Column “are we delivering,” determines whether the overall scheme will deliver the target savings

Appendix 2: Waste Reduction RAG Status by scheme

| Objective | 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 |
| 36 | Procurement Savings | 1,400 | 1,300 | 279 | 69 | 207 | 745 |
| 14 34 | Unavailability - restrict to 24 per cent by July | 1,280 | 960 | 786 | 114 | 0 | 60 |
| 36 | Addressing Income Reduction - cost savings | 2,000 | 1,500 | 1,026 | 0 | 0 | 474 |
| 3 34 | Theatres, Outpatients, Endoscopy Radiology | 1,000 | 750 | 321 | 0 | 125 | 304 |
| 36 | Ophthalmology Consolidation | 100 | 50 | 50 | 0 | 0 | 0 |
| 36 | Corporate Services 1 | 400 | 400 | 131 | 0 | 23 | 247 |
| | Corporate Services 2 | 100 | 100 | 0 | 0 | 0 | 100 |
| 36 | Housekeeping - 2 % savings | 2,000 | 1,250 | 240 | 25 | 203 | 782 |
| | Reduce Escalation by 1st July | 1,400 | 700 | 190 | 0 | 0 | 510 |
| 21 34 | Nurse Agency premium mgt - Tier 1 Oct | 3,100 | 1,550 | 375 | 0 | 536 | 640 |
| 36 | WLI Review £150 to NHSI cap rate £120 | 450 | 150 | 150 | 0 | 0 | 0 |
| 36 | Drug Spend - £7.2 million - 5 per cent | 360 | 180 | 4 | 0 | 0 | 176 |
| | Total | 13,590 | 8,890 | 3,551 | 207 | 1,094 | 4,039 |
| | Assumed Slippage | | 692 | (692) | | | |
| | Revised Total | | 8,198 | 2,859 | 207 | 1,094 | 4,039 |

- From M5 a number of schemes moved savings from amber to green. This was due to the in month delivery of savings forecast.
- Bed Escalation and Unavailability both saw an adverse trend, where a proportion of savings went from Red to Failing to deliver
- 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

Statement of Financial Position

| | March 18 £000 | August 18 £000 | September 18 £000 | Variance to March 18 £000 | Variance to August 18 £000 |
|--|------------------|-------------------|----------------------|---------------------------------|----------------------------------|
| Property, Plant and Equipment | 154,334 | 153,870 | 153,442 | (892) | (428) |
| Intangible Assets | 3,118 | 2,740 | 2,661 | (457) | (79) |
| Trade and Other Receivables | 1,370 | 666 | 797 | (573) | 131 |
| Total Non Current Assets | 158,822 | 157,276 | 156,900 | (1,922) | (376) |
| Inventories | 7,769 | 7,984 | 8,021 | 252 | 37 |
| Trade and Other Receivables | 18,610 | 24,339 | 19,334 | 724 | (5,005) |
| Cash and Cash Equivalents | 1,700 | 3,716 | 3,146 | 1,446 | (570) |
| Total Current Assets | 28,079 | 36,039 | 30,501 | 2,422 | (5,538) |
| Trade and Other Payables | (28,183) | (39,333) | (34,639) | (6,456) | 4,694 |
| DOH loans | (15,200) | (15,200) | (15,200) | 0 | 0 |
| Provisions | (532) | (398) | (430) | 102 | (32) |
| Other liabilities - Deferred Income | (1,166) | (1,343) | (359) | 807 | 984 |
| Total Current Liabilities | (45,081) | (56,274) | (50,628) | (5,547) | 5,646 |
| Net Current Assets/Liabilities | (17,002) | (20,235) | (20,127) | (3,125) | 108 |
| Total Assets less Current Liabilities | 141,820 | 137,041 | 136,773 | (5,047) | (268) |
| DOH loans | (24,209) | (27,050) | (29,610) | (5,401) | (2,560) |
| Provisions | (159) | (143) | (143) | 16 | 0 |
| Total Assets Employed | 117,452 | 109,848 | 107,020 | (10,432) | (2,828) |
| Financed by: | | | | | |
| Public dividend capital | 201,372 | 201,372 | 201,372 | 0 | 0 |
| Income and expenditure reserve | (111,643) | (119,247) | (122,075) | (10,432) | (2,828) |
| Revaluation reserve | 27,723 | 27,723 | 27,723 | 0 | 0 |
| Total Taxpayers' Equity | 117,452 | 109,848 | 107,020 | (10,432) | (2,828) |