The Shrewsbury and Telford Hospital NHS Trust

Performance Report Month 09

Trust Board

7th February 2019

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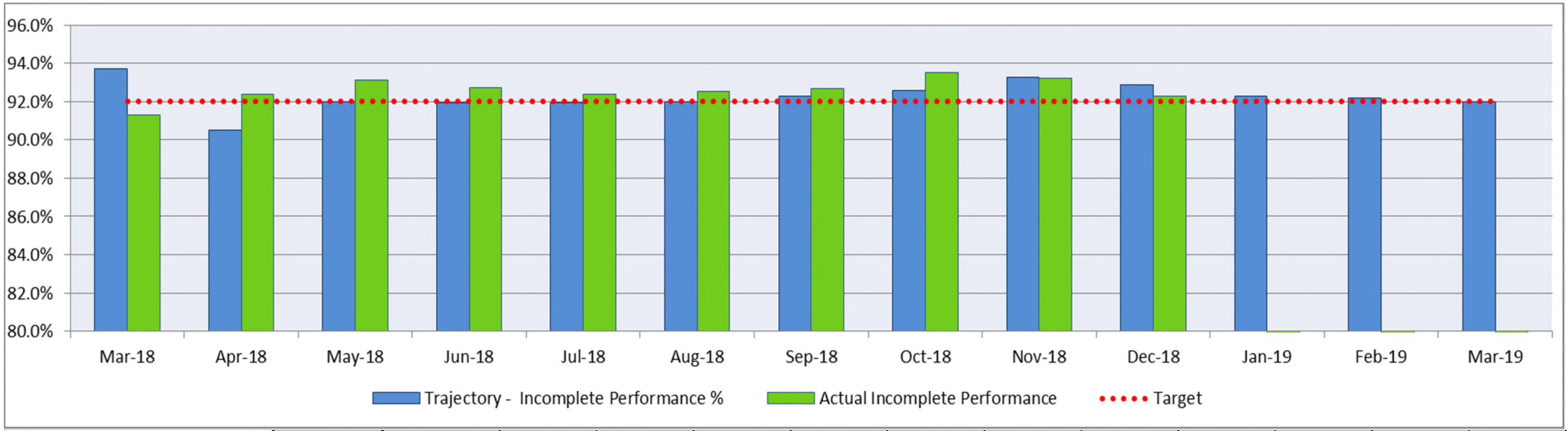
RTT

Elective Activity - RTT 2018/2019 Trajectory



	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
Referral to treatment Incompletes Trajectory - >18 weeks	1,012	1,498	1,260	1,259	1,255	1,250	1,200	1,150	1,050	1,115	1,200	1,225	1,250
Referral to treatment Incompletes Trajectory - Total patients	16,150	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 %	93.7%	90.5%	92.0%	92.0%	92.0%	92.0%	92.3%	92.6%	93.3%	92.9%	92.3%	92.2%	92.0%
Referral to treatment Incompletes Actual - >18 weeks	1367	1206	1096	1168	1229	1223	1229	1118	1137	1354			
Referral to treatment Incompletes Actual - Total patients	15735	15827	15981	16106	16185	16339	16794	17308	16769	17513			
Actual Incomplete Performance	91.3%	92.4%	93.1%	92.7%	92.4%	92.5%	92.7%	93.5%	93.2%	92.3%			

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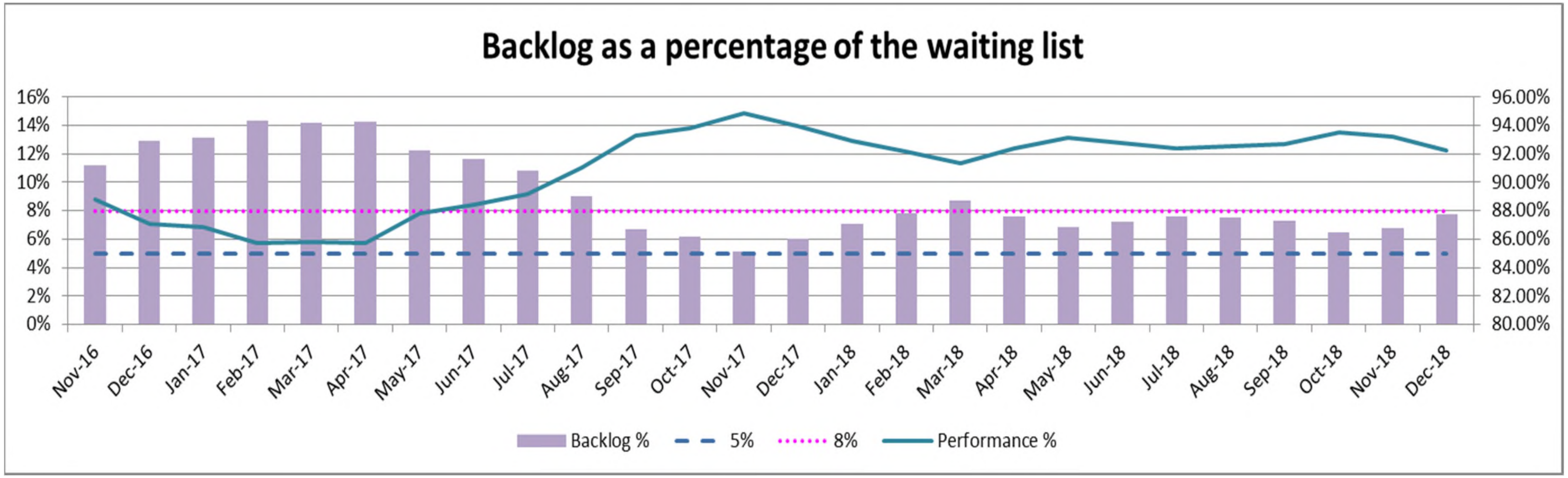
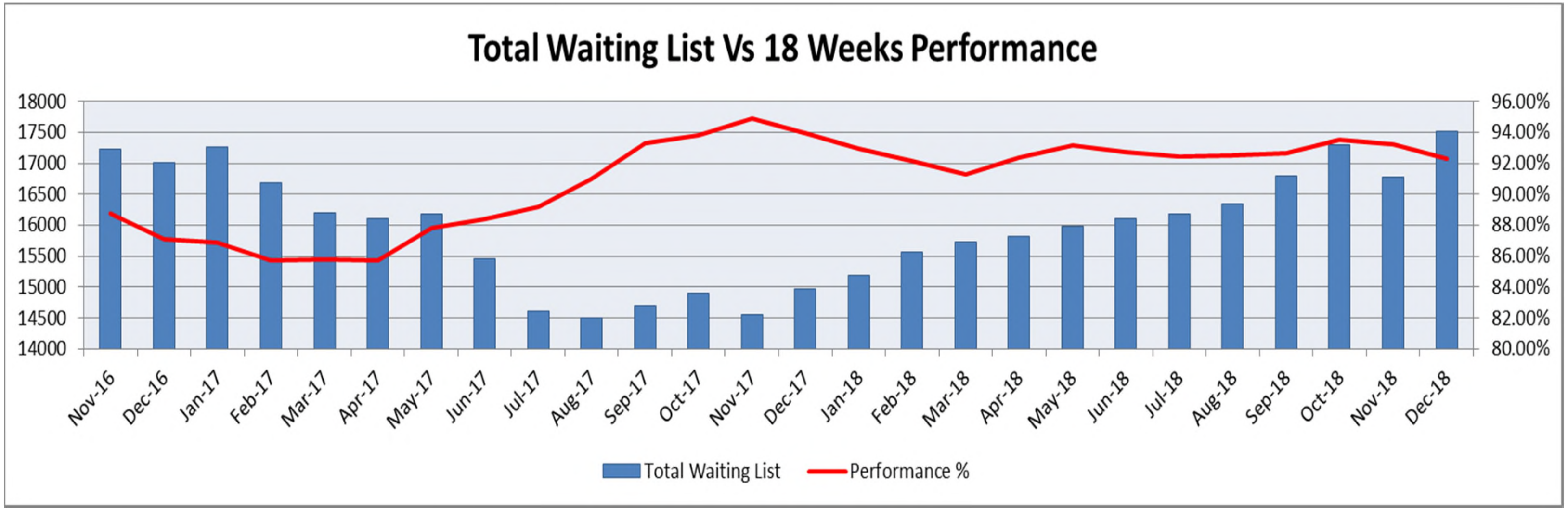
The Trust has sustained the RTT national target since April 2018, with December 2018 achieving 92.3%.

RTT Summary December 2018



December's RTT performance was 92.27-% 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.

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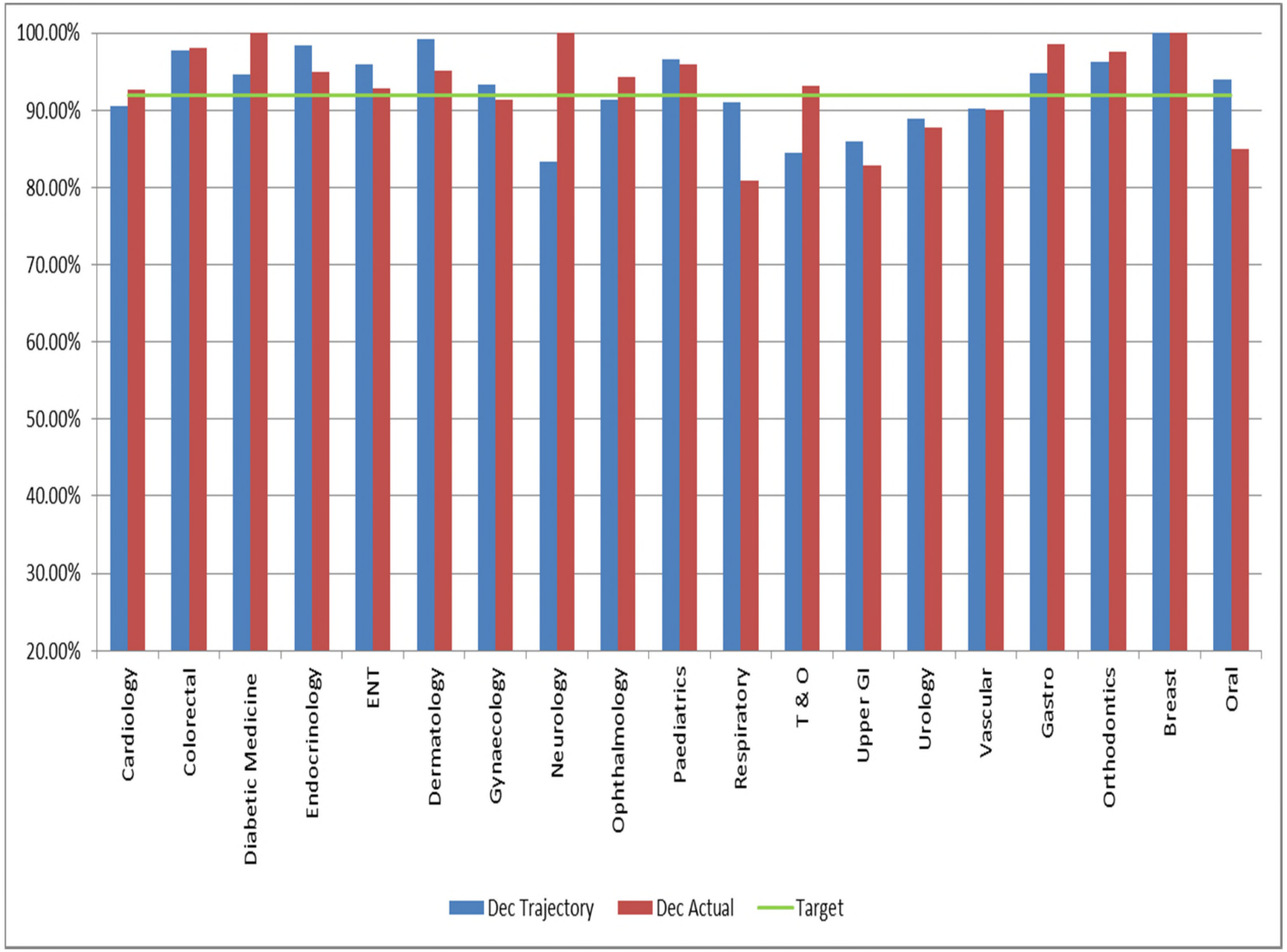
Speciality Performance Against Trajectory Combined

Specialty	Dec Trajectory	Dec Actual	Variance
Cardiology	90.57%	92.62%	2.05%
Colorectal	97.67%	98.14%	0.47%
Diabetic Medicine	94.70%	100.00%	5.30%
Endocrinology	98.41%	95.00%	-3.41%
ENT	95.95%	92.78%	-3.17%
Dermatology	99.16%	95.05%	-4.11%
Gynaecology	93.25%	91.32%	-1.93%
Neurology	83.31%	100.00%	16.69%
Ophthalmology	91.41%	94.28%	2.87%
Paediatrics	96.64%	95.97%	-0.67%
Respiratory	90.97%	80.86%	-10.11%
T & O	84.45%	93.13%	8.68%
Upper GI	85.93%	82.84%	-3.09%
Urology	88.96%	87.71%	-1.25%
Vascular	90.28%	90.05%	-0.23%
Gastro	94.82%	98.53%	3.71%
Orthodontics	96.27%	97.64%	1.37%
Breast	100.00%	100.00%	0.00%
Oral	94.03%	84.97%	-9.06%
Total Incompletes	**15600**	**17513**	1913
<18	14485	16159	1674
BACKLOG	1115	1354	239
Total Performance	**92.85%**	**92.27%**	-0.58%



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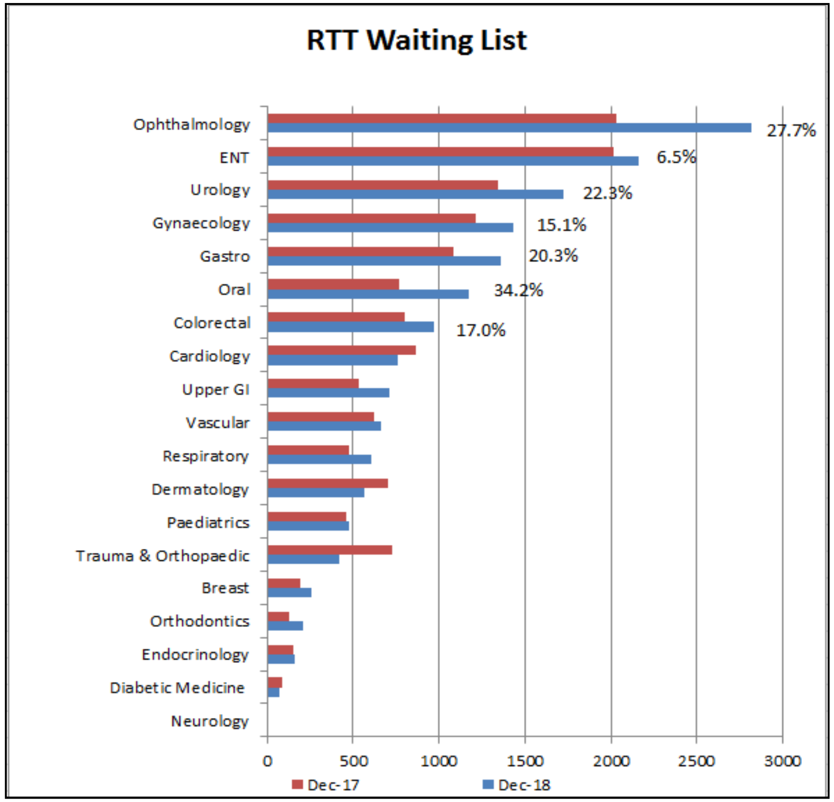
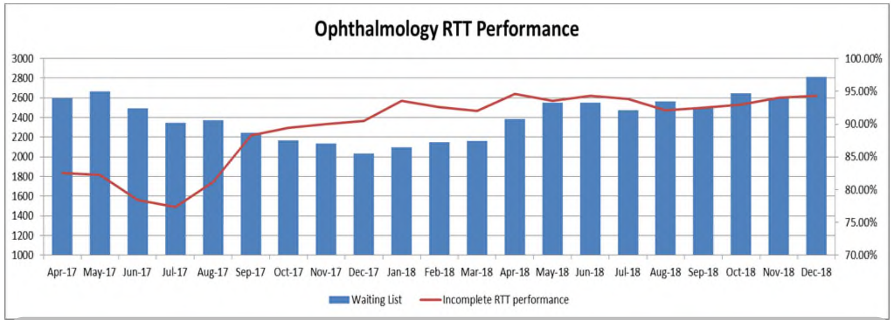
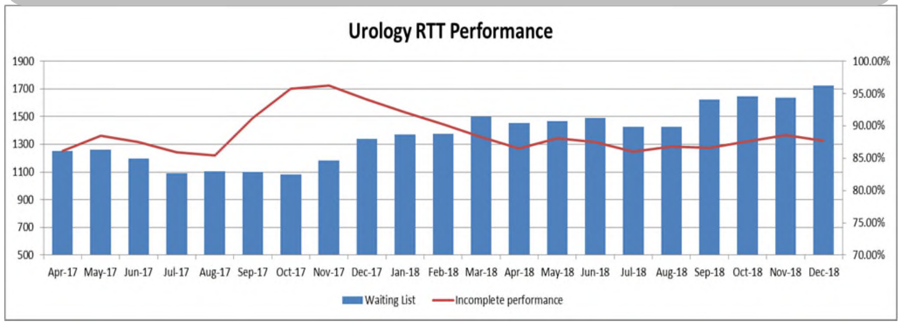
RTT Waiting List Size



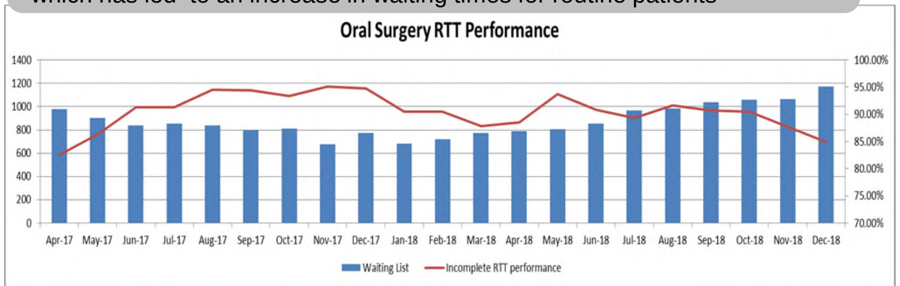
The RTT Waiting list has seen an increase in its overall size, the above shows the greatest increases in the waiting list when compared to the same period last year. Oral Surgery, Ophthalmology, Urology, have seen the greatest increases in the waiting list.



Service reinstated in April 2018 resulting in an increased level of open pathways which has in turn increased the number of open clocks. Despite this it has continued to hit the target.



Urology has seen an increase in its 2 week wait referrals. This has resulted in the need to flex the core capacity to prioritise the 2 week wait referrals which has led to an increase in waiting times for routine patients



The past 3 months Oral Surgery has seen a month on month decline on performance as the waiting list continues to increase

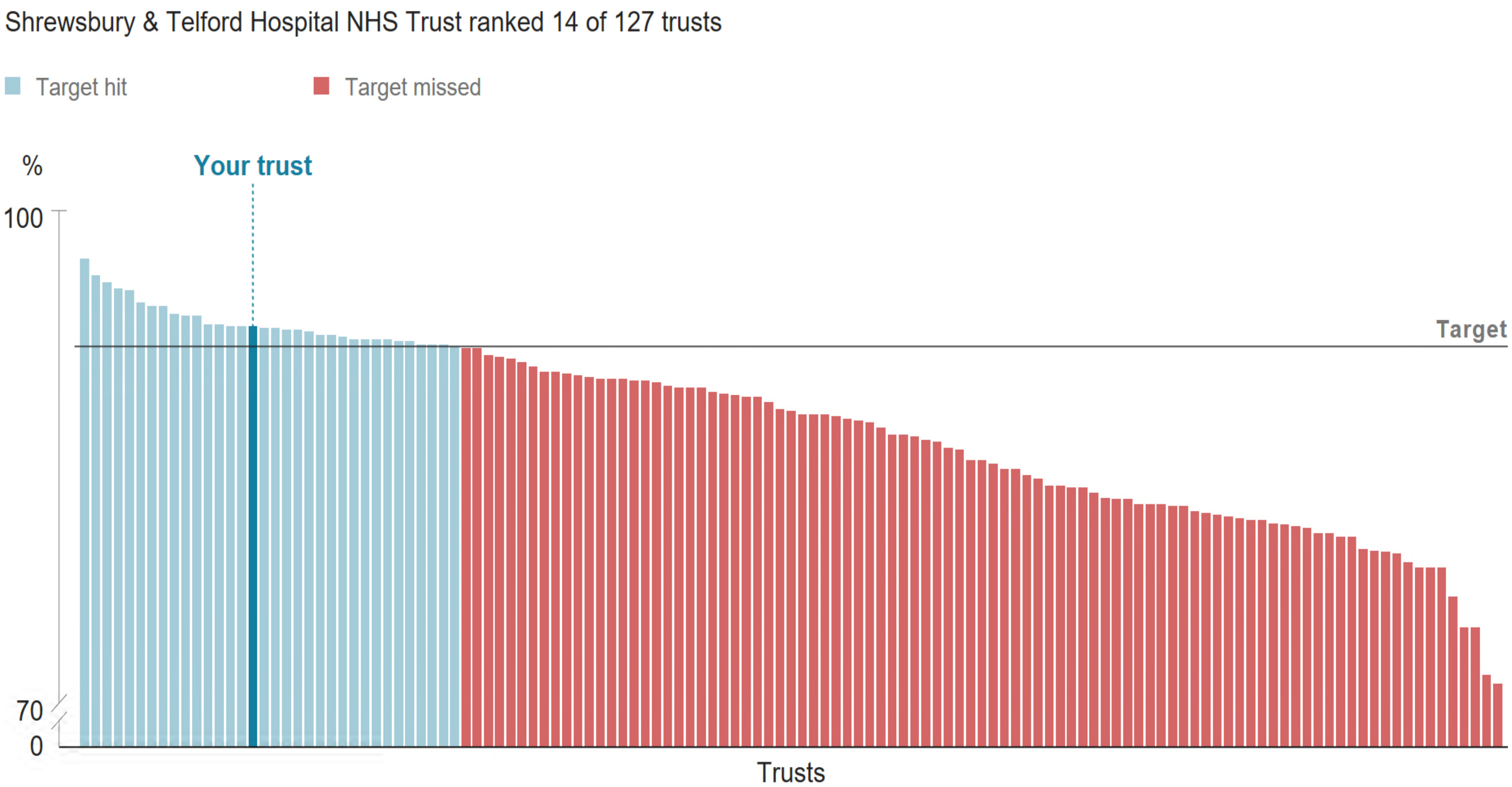
Projected RTT Performance – January 2019

Admitted Incomplete Pathways | Non Admitted | Combined

	Admitted Incomplete Pathways – Open Clocks			Non Admitted – Open Clocks			Combined – Open Clocks		
	Total Open Clocks	18+ Wks	Performance %	Total Open Clocks	18+ Wks	Performance %	Total Open Clocks	18+ Wks	Performance %
Reporting Specialty									
Cardiology	80	18	77.50	623	46	92.62	703	64	90.90
Cardiothoracic Surgery	1		100.00	23		100.00	24		100.00
Dermatology	3	1	66.67	634	30	95.27	637	31	95.13
Ear, Nose & Throat (ENT)	385	119	69.09	1812	84	95.36	2197	203	90.76
Gastroenterology	7	3	57.14	1319	44	96.66	1326	47	96.46
General Medicine	8		100.00	559	12	97.85	567	12	97.88
General Surgery	792	215	72.85	1801	47	97.39	2593	262	89.90
Geriatric Medicine	2		100.00	255	20	92.16	257	20	92.22
Gynaecology	313	81	74.12	1192	69	94.21	1505	150	90.03
Neurology				4		100.00	4		100.00
Neurosurgery									
Ophthalmology	659	127	80.73	2174	93	95.72	2833	220	92.23
Oral Surgery	264	164	37.88	906	40	95.58	1170	204	82.56
Other	145	19	86.90	929	38	95.91	1074	57	94.69
Plastic Surgery									
Thoracic Medicine	20	5	75.00	630	122	80.63	650	127	80.46
Trauma & Orthopaedics	386	48	87.56	134	1	99.25	520	49	90.58
Urology	590	195	66.95	1112	37	96.67	1702	232	86.37
	3,655	**995**	**72.78**	**14,107**	**683**	**95.16**	**17,762**	**1,678**	**90.55**

As at the 20th January 2019 the current RTT position is at 90.55%, 1.45% away from the national target. Due to the demand in emergency activity this has resulted in the Trust enacting its hospital full policy, which has impacted the RTT waiting list.

RTT National view – December 2018



Source: BBC website
Period: December 2018

TARGET	YOUR TRUST	ENGLAND
92.0%	93.2%	87.3%

Diagnostics

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Diagnostic Waiting Times

Dec-2018

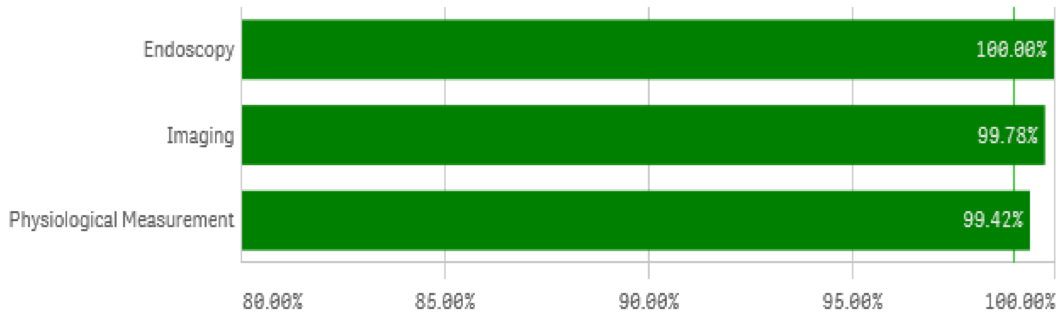
% of patients awaiting a diagnostic test, who have waited less than 6 weeks compared to 99% target

% waited under 6 weeks

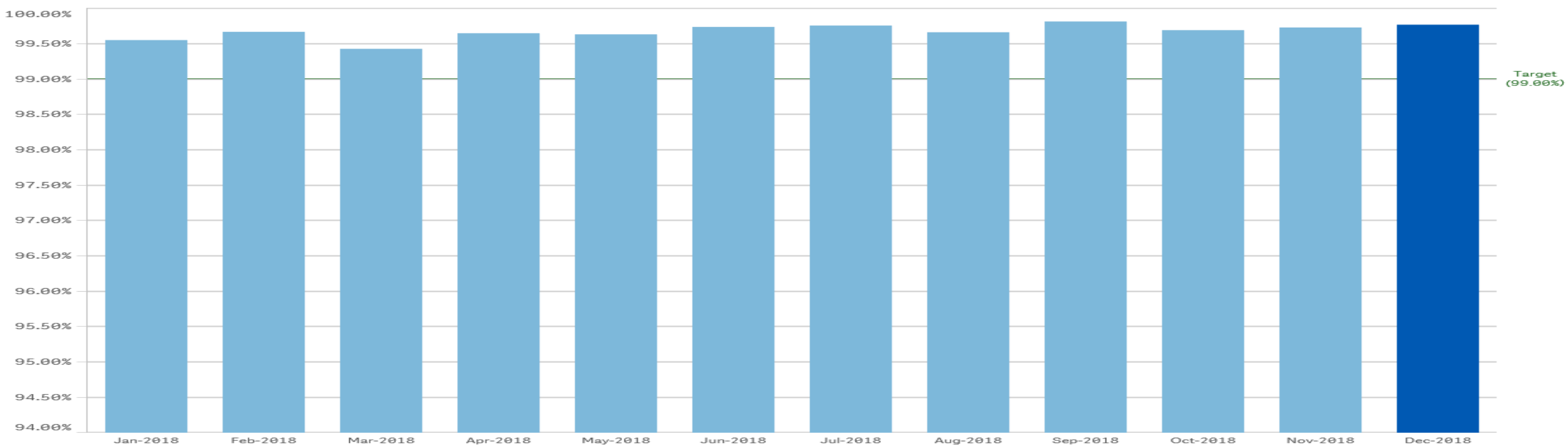
99.76% ✓ 0.04%

Previous Month Difference

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

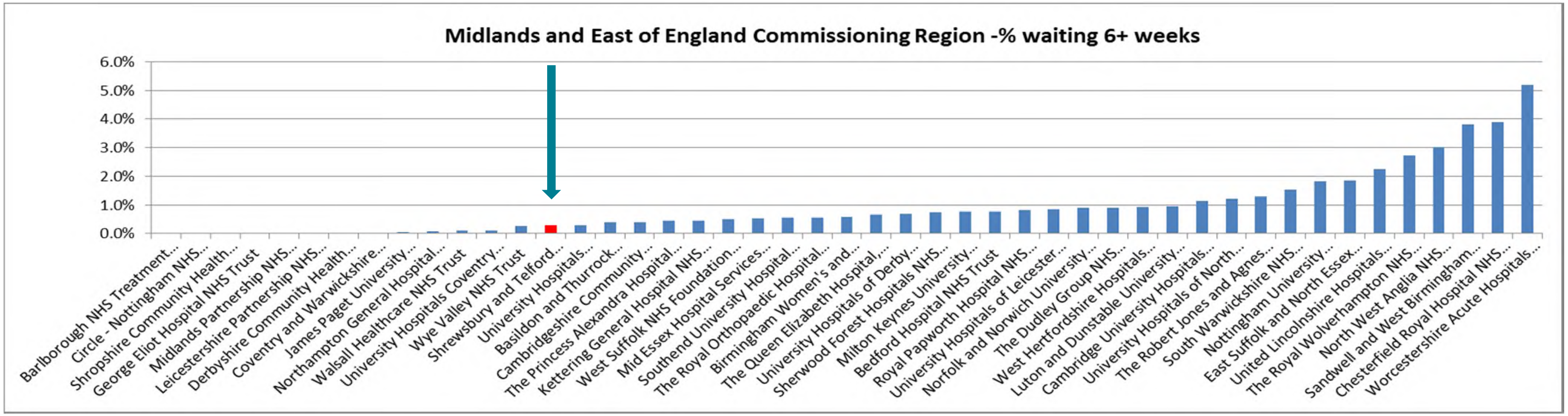


% of patients awaiting a diagnostic test, who have waited less than 6 weeks - monthly trend



The December 2018 national diagnostic waiting times of 99%, was achieved by the Trust by attaining 99.76%

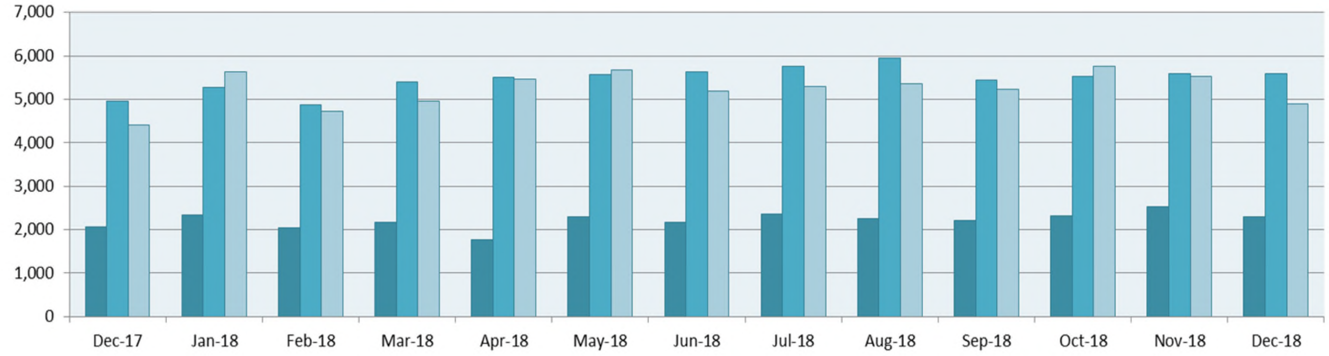
DM01 – Regional Comparison



Above shows the percentage of patient waiting 6 weeks of greater for a diagnostic test and procedures, against other providers in the Midland and East Region

DM01 – Imaging Tests & Procedures Carried Out

DM01 - Imaging Activity Seen

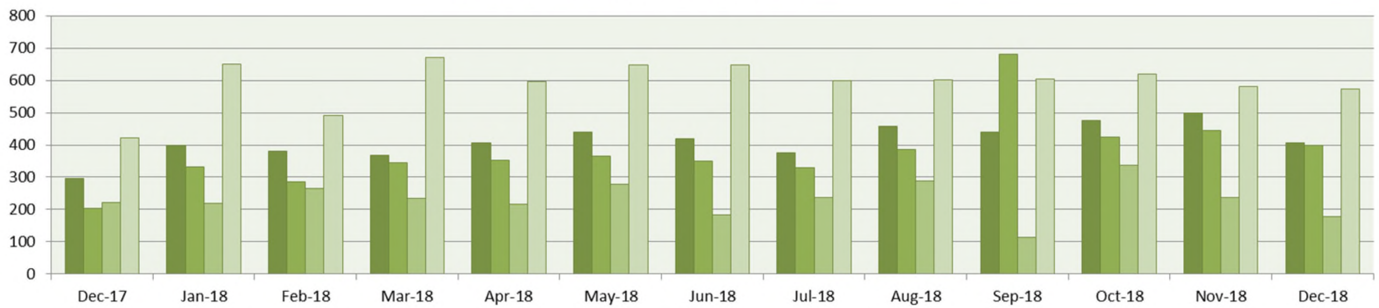


	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
Magnetic Resonance Imaging	2,067	2,338	2,046	2,161	1,769	2,293	2,178	2,363	2,249	2,221	2,328	2,525	2305
Computed Tomography	4,953	5,281	4,875	5,393	5,515	5,577	5,633	5,766	5,942	5,432	5,528	5,589	5586
Non-obstetric ultrasound	4,400	5,634	4,723	4,965	5,466	5,672	5,182	5,297	5,360	5,228	5,750	5,516	4883

Dec 17 vs Dec 18

11.86%
increase in Imaging tests carried out during the month

DM01 - Endoscopy Activity Seen

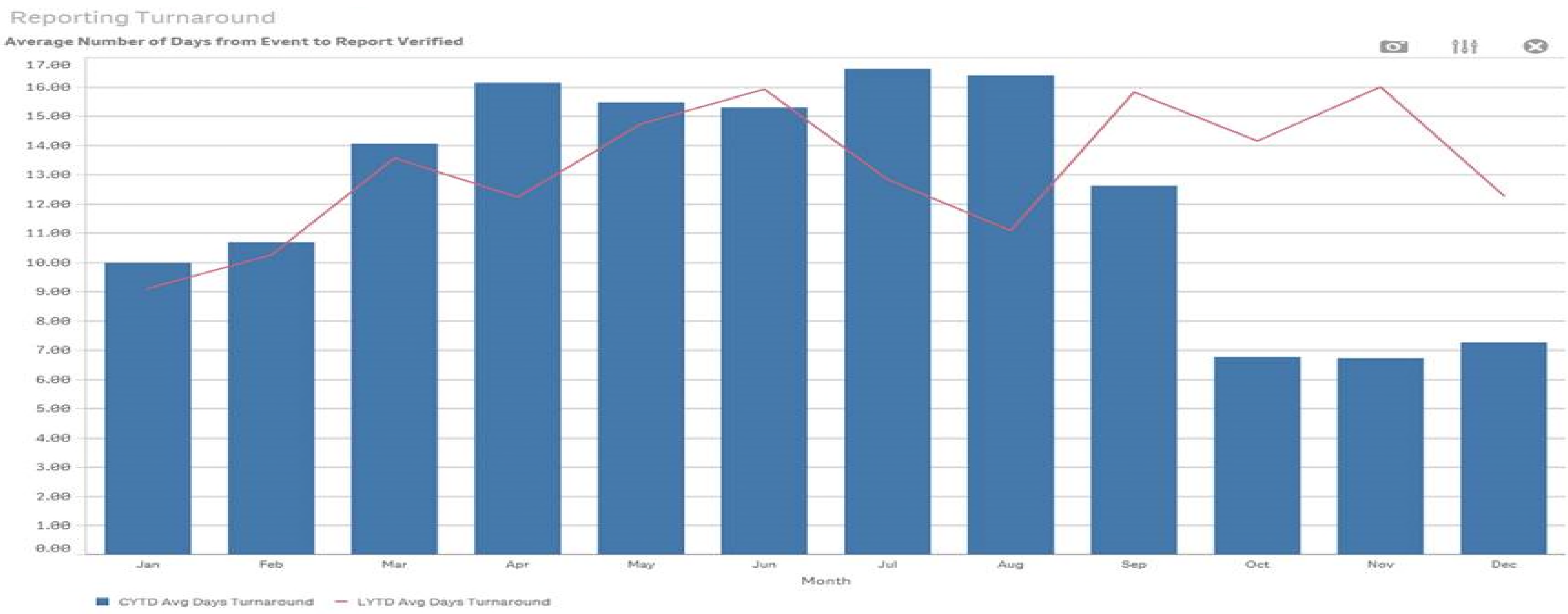


	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
Colonoscopy	295	400	382	369	407	440	419	375	458	441	476	499	406
Flexi sigmoidoscopy	204	333	286	345	352	366	350	329	386	682	424	446	400
Cystoscopy	221	220	264	235	216	277	183	236	289	113	336	236	177
Gastroscopy	423	652	491	671	598	648	649	600	602	604	619	581	573

Dec 17 vs Dec 18

36.73%
increase in Endoscopy procedures carried out during the month

CT – Reporting Turnaround



Average reporting time for CT outpatients (including cancer). Radiology instigated a new automatic workflow in October which acts to preserve report turnaround times regardless of internal capacity. The blue bars are this year showing a steep drop in the average reporting time from when this was introduces as well as a consistent figure. This is important as it allows other services to plan around known reporting times which adds efficiency to pathways. The red line shows last year’s data so again a really significant improvement with the new workflow

Radiology Growth – 2 Week Waits

Year on Year Growth By Modality

ModalityName	Total CYTD	Total LYTD	% Growth
CT	14,296	11,112	28.7%
Fluoroscopy	204	149	36.9%
Mammography	23	13	76.9%
MRI	3,185	2,108	51.1%
Nuclear Medicine	364	306	19.0%
Radiology	501	420	19.3%
Ultrasound	5,412	5,047	7.2%

The growth in scanning of patients on a cancer pathway (2ww). In CT this has grown by 29% in 1 year and 51% in MRI! This represents some of the most resource heavy imaging in terms of complexity of scanning and demand on resources

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Cancer

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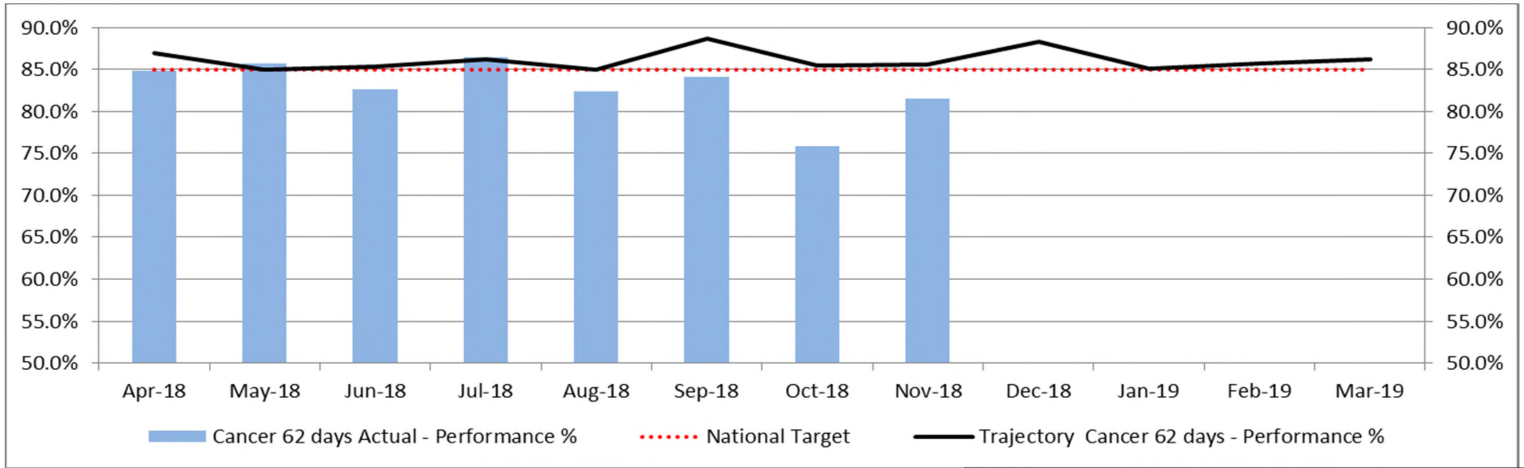
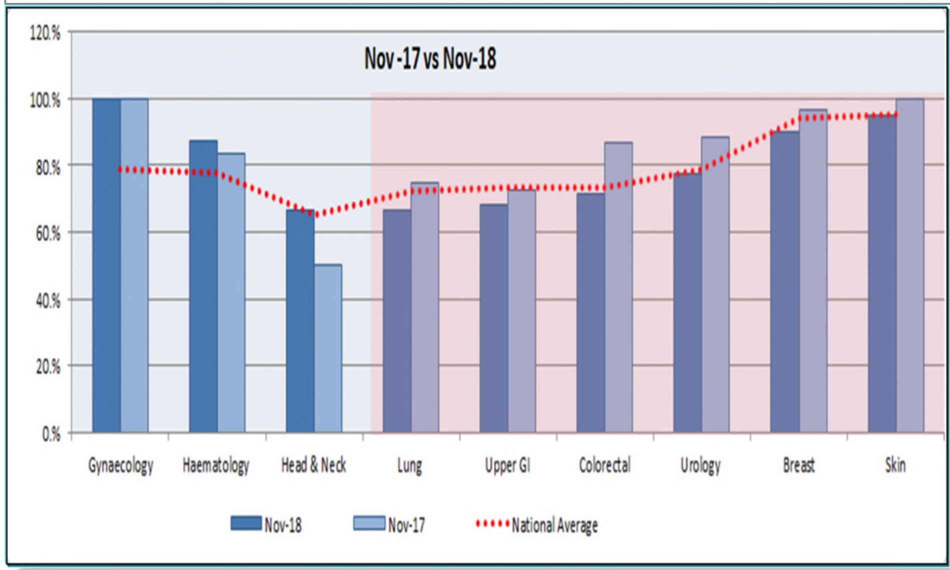
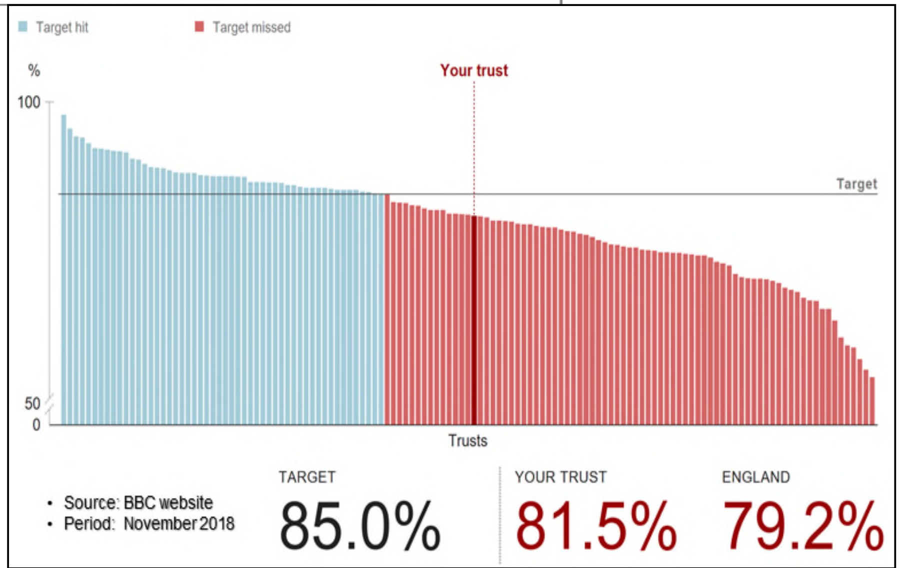
Cancer 2018/2019 Trajectory



The Trust has been unable to meet the national target of 85.0% for November 2018 (81.5%), however early indications suggests December will achieve 85.19%





- Gynaecology, Haematology and Head & Neck continue to perform better than the same time last year.
- Concerns exist however with the remaining areas.

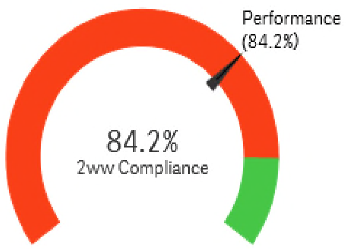
•Trust overall performance is 67 out of 131

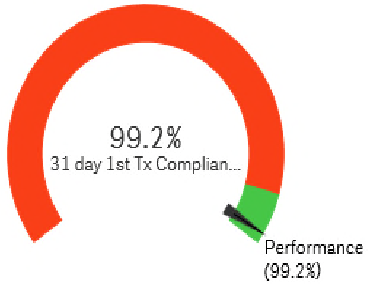
Cancer Performance (Site Specific Performance)

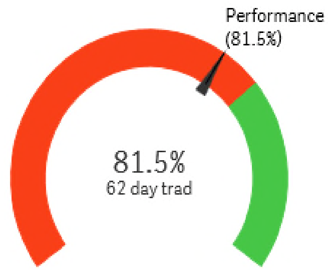
Measure	Monthly Target %	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	National Average	SaTH YTD 17/18	SaTH YTD 18/19
62 days urgent ref to treatment	85	84.84%	85.67%	82.60%	86.40%	82.32%	84.14%	75.80%	81.51%	81.90%	85.10%	82.25%
Brain	85	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A		N/A	N/A
Breast	85	94.40% 1½/28	95.00% 1/20	92.70% 2/27½	100% 0/9	100% 0/15½	93.30% 1/15	100% 0/10	90.20% 2½/25½	95.20%	98.30%	94.67%
Colorectal	85	78.80% 3½/17	81.80% 2/11	77.30% 5/22	88.90% 1½/13½	84.20% 3/19	69.20% 4/13	68.10% 7½/23½	71.40% 6/21	72.60%	76.10%	75.61%%
Gynaecology	85	100% 0/3	100% 0/8	66.70% 1½/4½	100% 0/7	73.30% 2/7½	92.00% 1/12½	83.30% 1/6	100% 0/4½	79.60%	76.90%	88.50%
Haematology	85	66.70% 2/6	40.00% 3/5	85.70% 1/7	100% 0/6	100% 0/4	100% 0/1	71.40% 2/7	87.50% 1/8	79.90%	85.20%	80.43%
Head & Neck	85	60.00% 2/5	100% 0/7	100% 0/3	66.70% 1/3	100% 0/3	73.90% 3/11½	80.00% 1/5	66.70% 1½/4½	67.10%	73.50%	76.77%
Lung	85	80.00% 2/11	76.90% 3/13	33.33% 7/10½	57.50% 4½/10½	82.10% 2½/14	80.00% 2/10	72.20% 2½/9	66.70% 2/6	71.90%	66.90%	70.35%
Skin	85	100% 0/19	100% 0/27	100% 0/20	95.50% 1/22	98.40% ½/31½	100% 0/39	97.20% 1/36	94.90% 1½/29½	95.40%	97.10%	98.11%
Upper GI	85	70.00% 3/11	42.90% 3/9½	82.60% 2/11½	100% 0/2½	55.30% 8½/19	66.70% 2½/7½	50.00% 3/6	68.00% 4/12½	75.20%	67.80%	63.58%
Urology	85	82.10% 7/39	82.40% 9/51	81.30% 9/48	86.10% 5/36	71.80% 11/39	74.60% 8½/33½	52.90% 16/34	77.40% 7/31	78.00%	86.40%	76.06%

Cancer Summary – November 2018

2 Week Wait - Detail | 31 Day - Detail | 62 Day - Detail







2ww Breast Compliance
56.5% 21.3%
Previous Month Difference

31d Surgery Compliance
97.4% -0.6%
Previous Month Difference

62 day screening
78.9% -13.6%
Previous Month Difference

31d Chemo Compliance
100.0% 1.0%
Previous Month Difference

62 day upgrades
89.6% 3.8%
Previous Month Difference

31d Radiotherapy Compliance
95.0% -2.1%
Previous Month Difference

- **From end January, SaTH will receive 3 days per week support from NHSI to review MDT processes, demand and capacity modeling and PTL management. Work is being undertaken with Lung MDT lead on improving the the lung pathway using the TCPS methodology**
- **A deep dive into 2WW performance / management etc. to be led by Deputy COO. Findings will be reported back to the Cancer Board in February.**

Urgent Care Update

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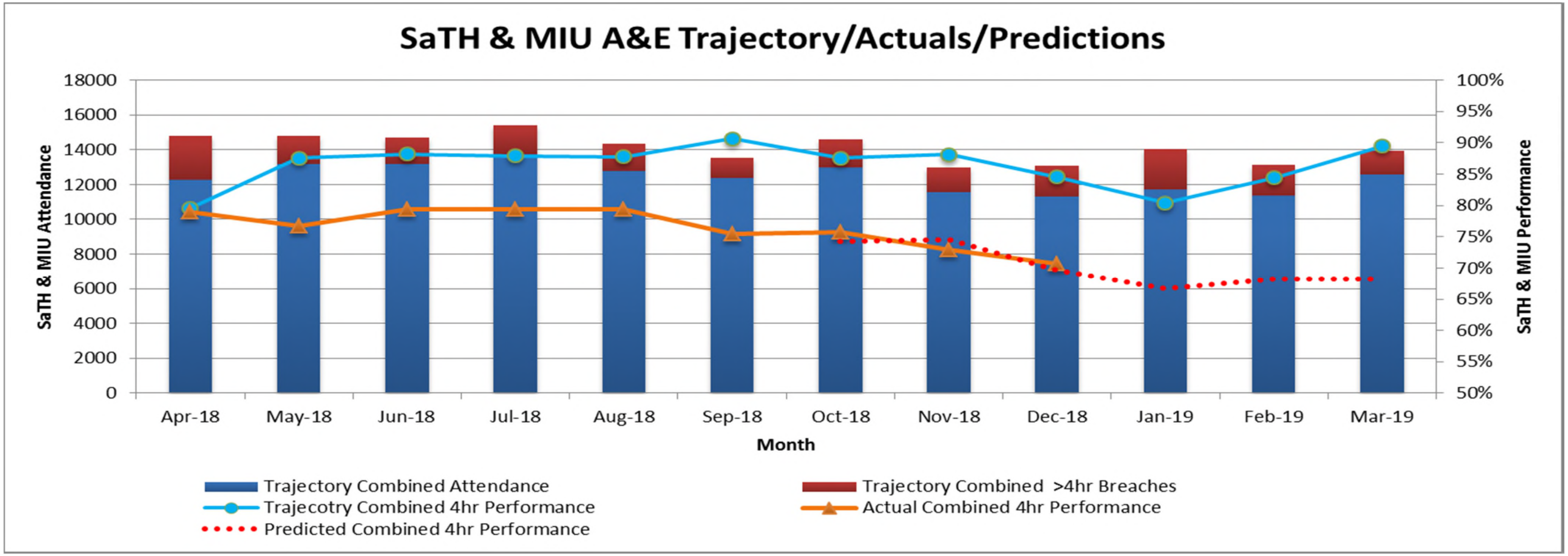
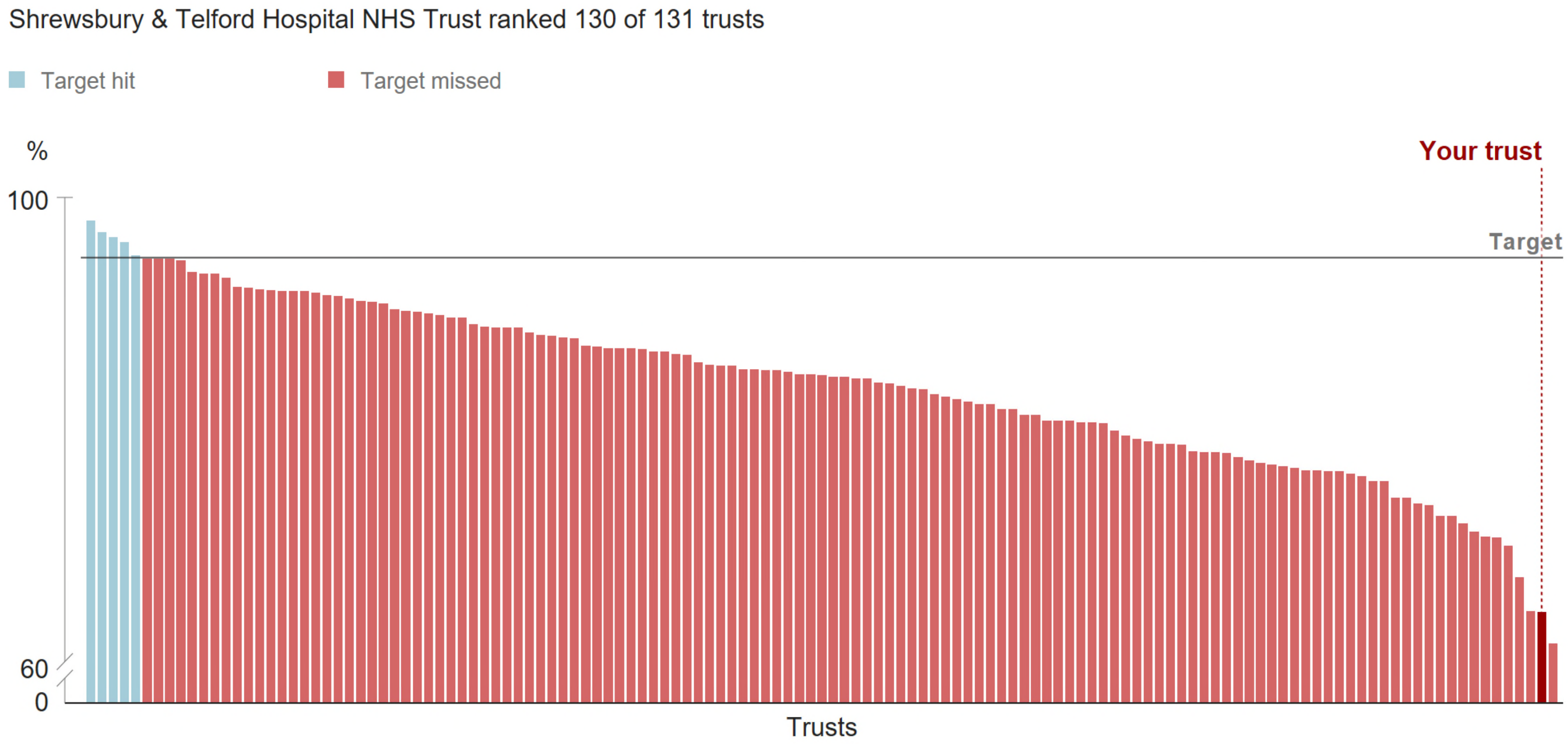
A&E 2018-2019 Trust Trajectory



SaTH & MIU A&E 18/19 Trajectory/Actuals/Predictions												
	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
Trajectory Combined Attendance	12290	13181	13161	13763	12786	12370	12967	11586	11332	11724	11367	12593
Trajectory Combined >4hr Breaches	2511	1639	1556	1661	1563	1153	1610	1372	1754	2296	1769	1326
Trajecotry Combined 4hr Performance	**79.57%**	**87.57%**	**88.18%**	**87.93%**	**87.78%**	**90.68%**	**87.59%**	**88.16%**	**84.52%**	**80.42%**	**84.43%**	**89.47%**
Actual Combined Attendance	12633	14373	14190	15012	13715	13346	13697	13042	13451	0	0	0
Actual Combined >4hr Breaches	2660	3347	2923	3096	2827	3270	3324	3522	3950	0	0	0
Actual Combined 4hr Performance	**78.94%**	**76.71%**	**79.40%**	**79.38%**	**79.39%**	**75.50%**	**75.73%**	**72.99%**	**70.63%**	**0.00%**	**0.00%**	**0.00%**
Predicted Combined Attendance							14129	13146	12841	13306	12193	13629
Predicted Combined >4hr Breaches							3627	3344	3892	4431	3870	4329
Predicted Combined 4hr Performance							**74.33%**	**74.56%**	**69.69%**	**66.70%**	**68.26%**	**68.23%**

A&E National view – December 2018



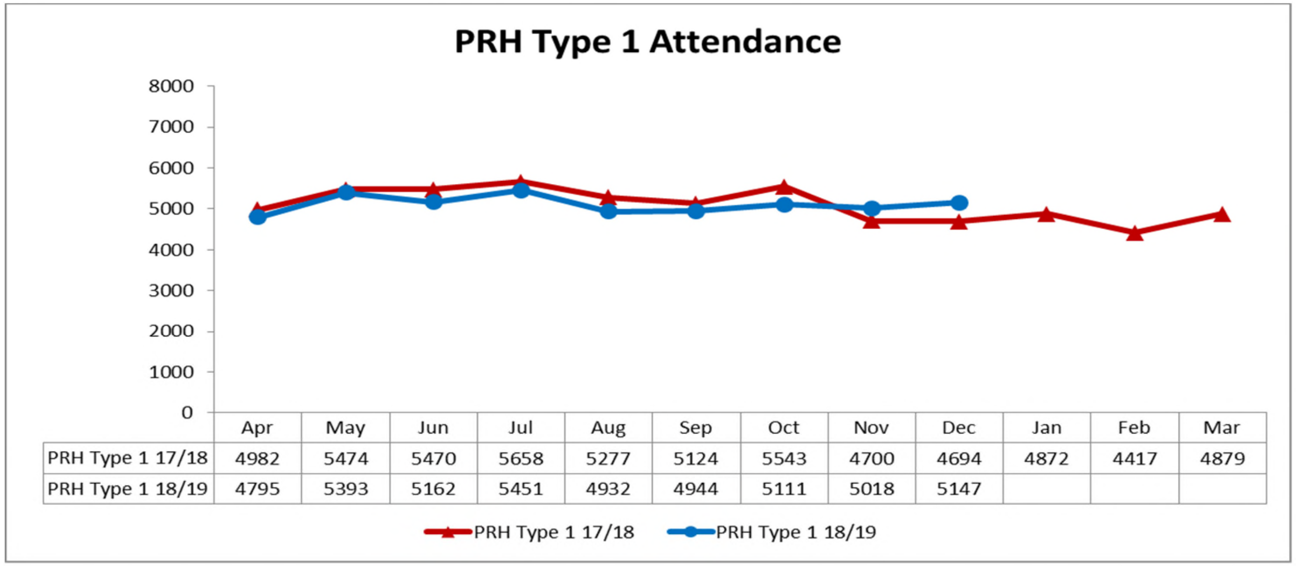
TARGET
95.0%

YOUR TRUST
65.5%

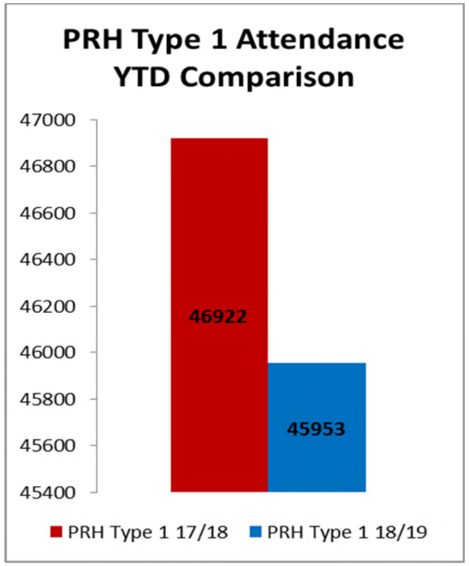
ENGLAND
86.4%

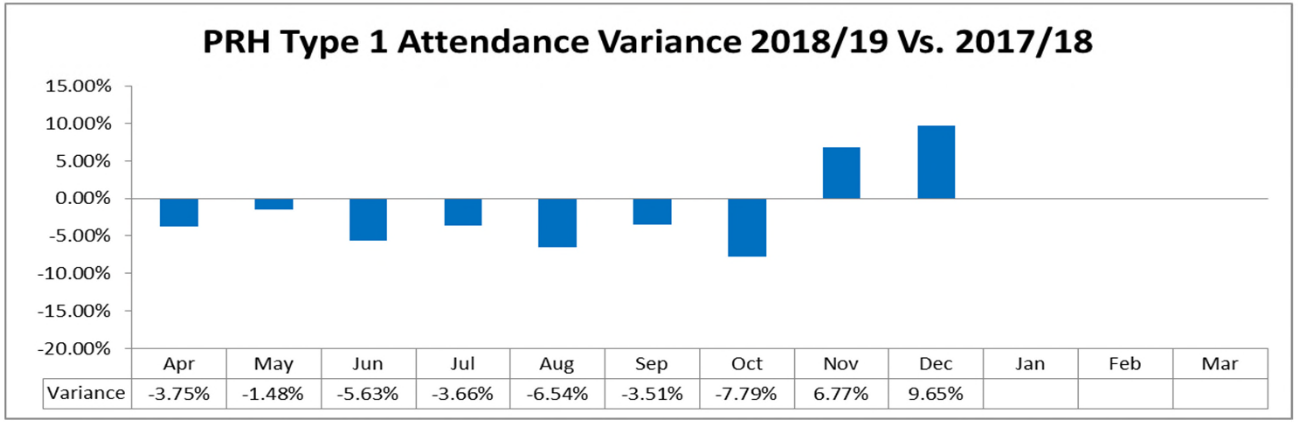
Source: BBC website
Period: December 2018

A&E Attendances PRH Type 1 only

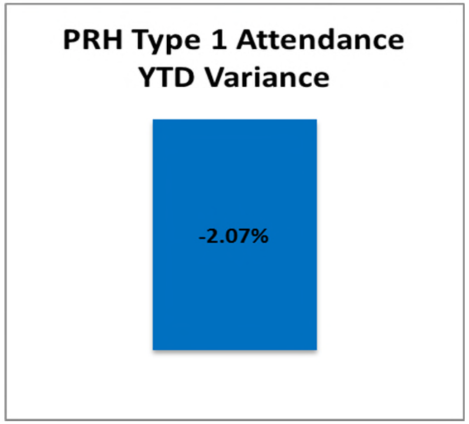


	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
PRH Type 1 17/18	4982	5474	5470	5658	5277	5124	5543	4700	4694	4872	4417	4879
PRH Type 1 18/19	4795	5393	5162	5451	4932	4944	5111	5018	5147			



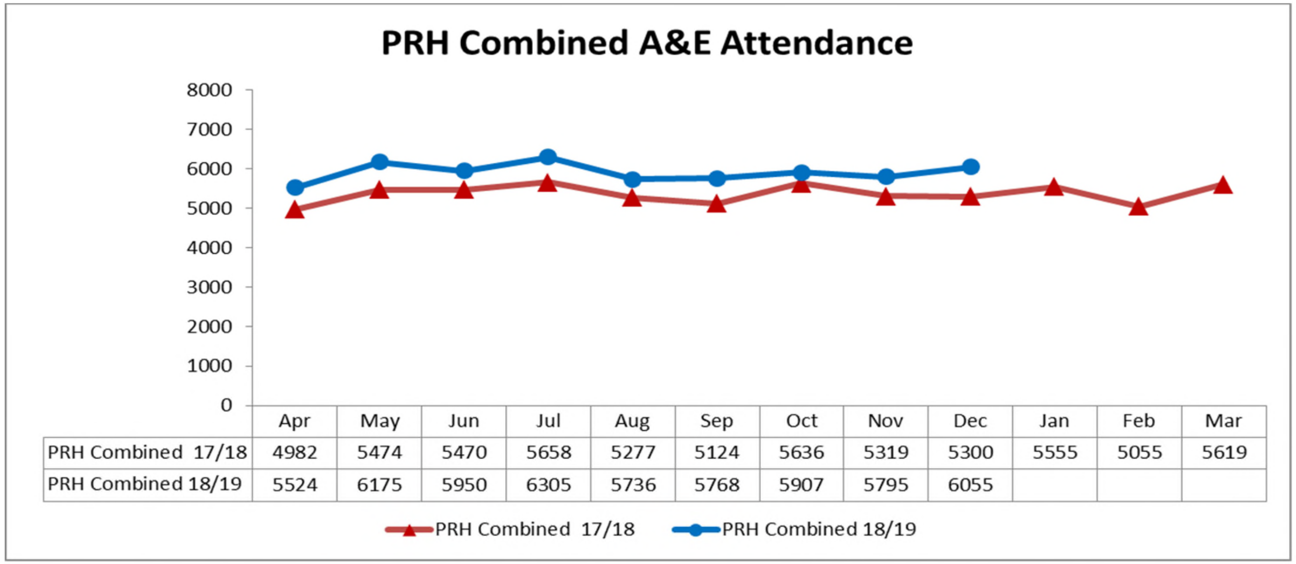


	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Variance	-3.75%	-1.48%	-5.63%	-3.66%	-6.54%	-3.51%	-7.79%	6.77%	9.65%			

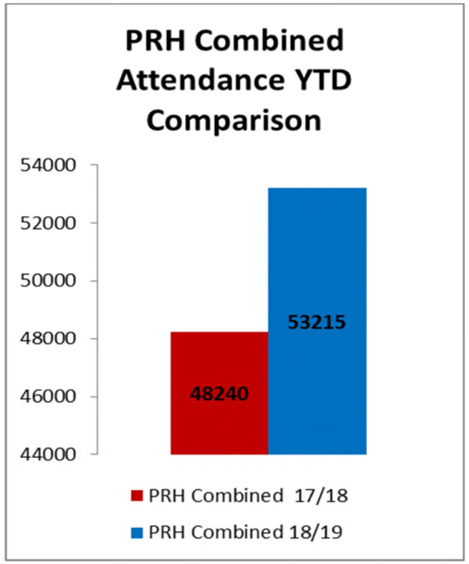


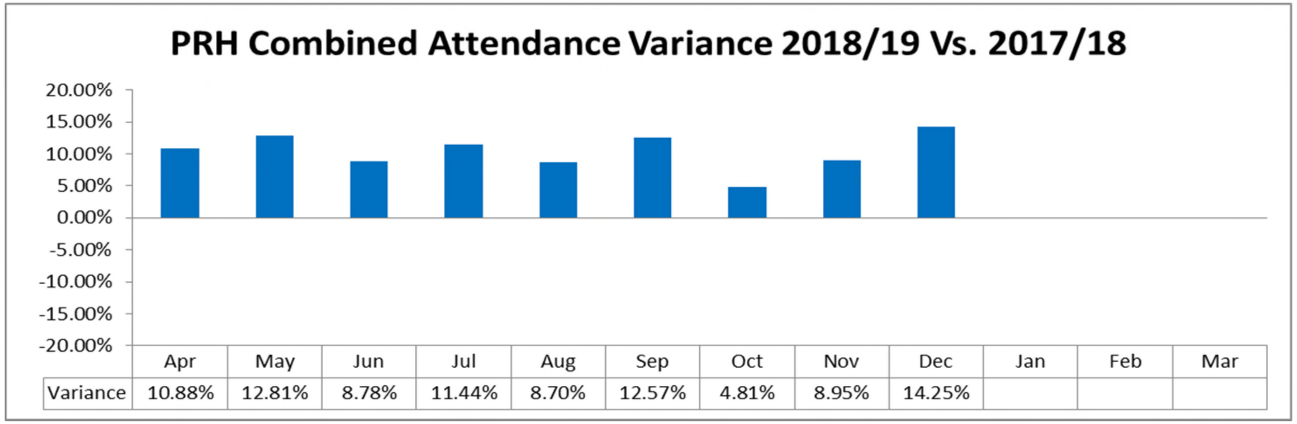
PRH Type 1 has seen change in demand, the variance can be seen in Q3.

A&E Attendances PRH (includes Type 3)

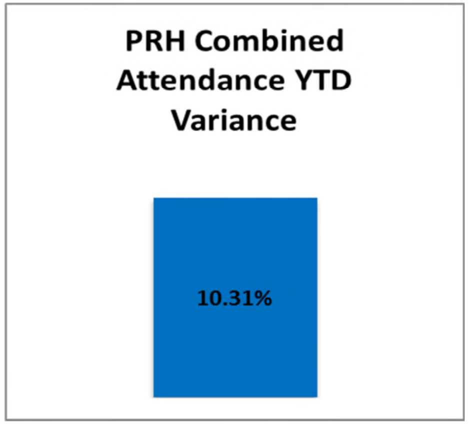


	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
PRH Combined 17/18	4982	5474	5470	5658	5277	5124	5636	5319	5300	5555	5055	5619
PRH Combined 18/19	5524	6175	5950	6305	5736	5768	5907	5795	6055			



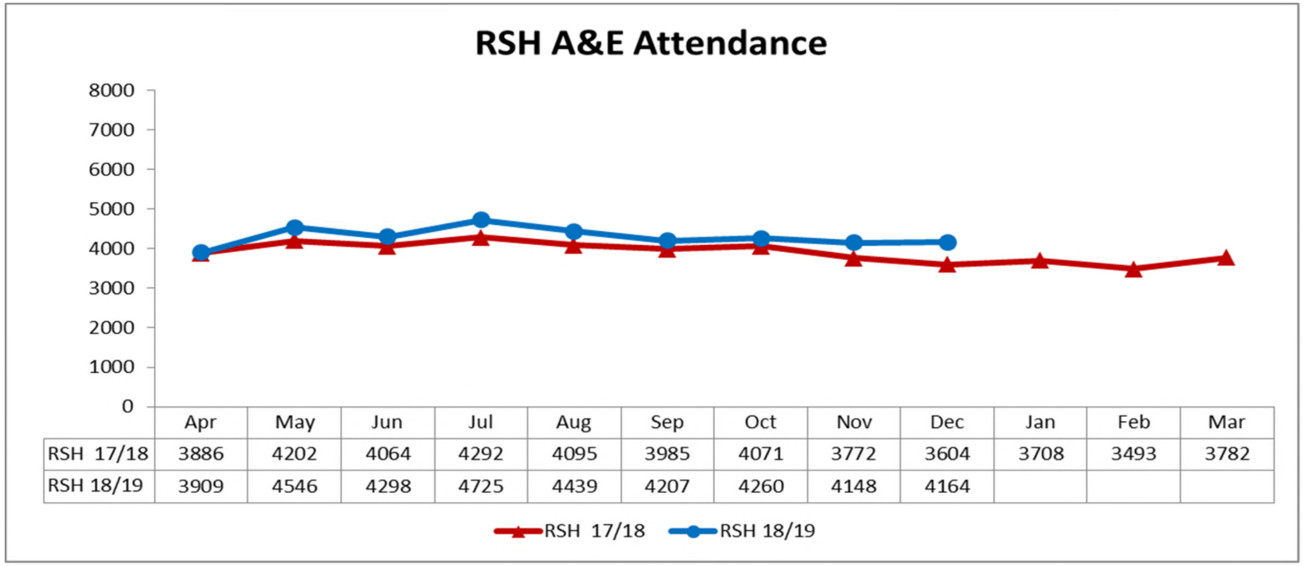


	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Variance	10.88%	12.81%	8.78%	11.44%	8.70%	12.57%	4.81%	8.95%	14.25%			

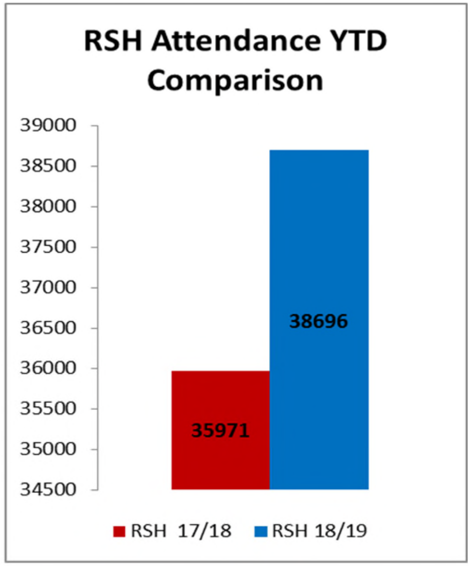


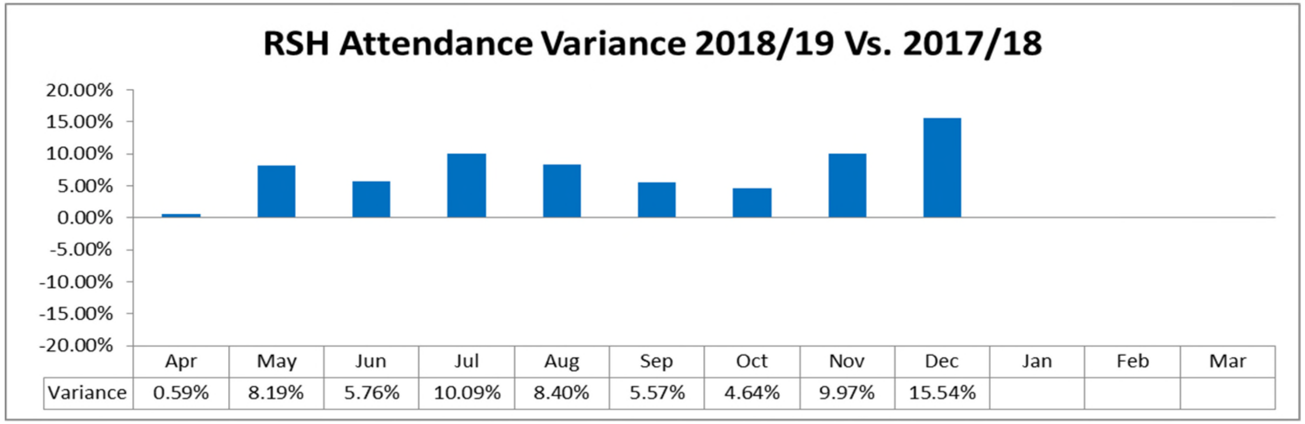
PRH has shows a better utilisations of UCC facility.

A&E Attendances RSH (no Type 3 included)

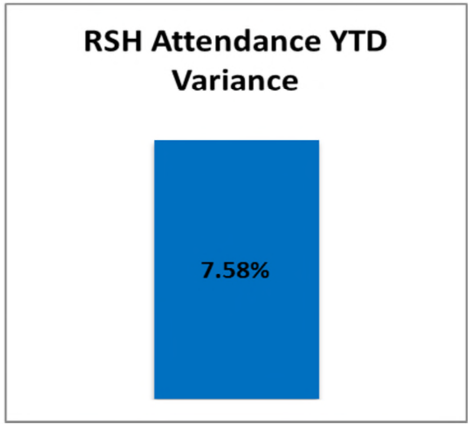


	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
RSH 17/18	3886	4202	4064	4292	4095	3985	4071	3772	3604	3708	3493	3782
RSH 18/19	3909	4546	4298	4725	4439	4207	4260	4148	4164			



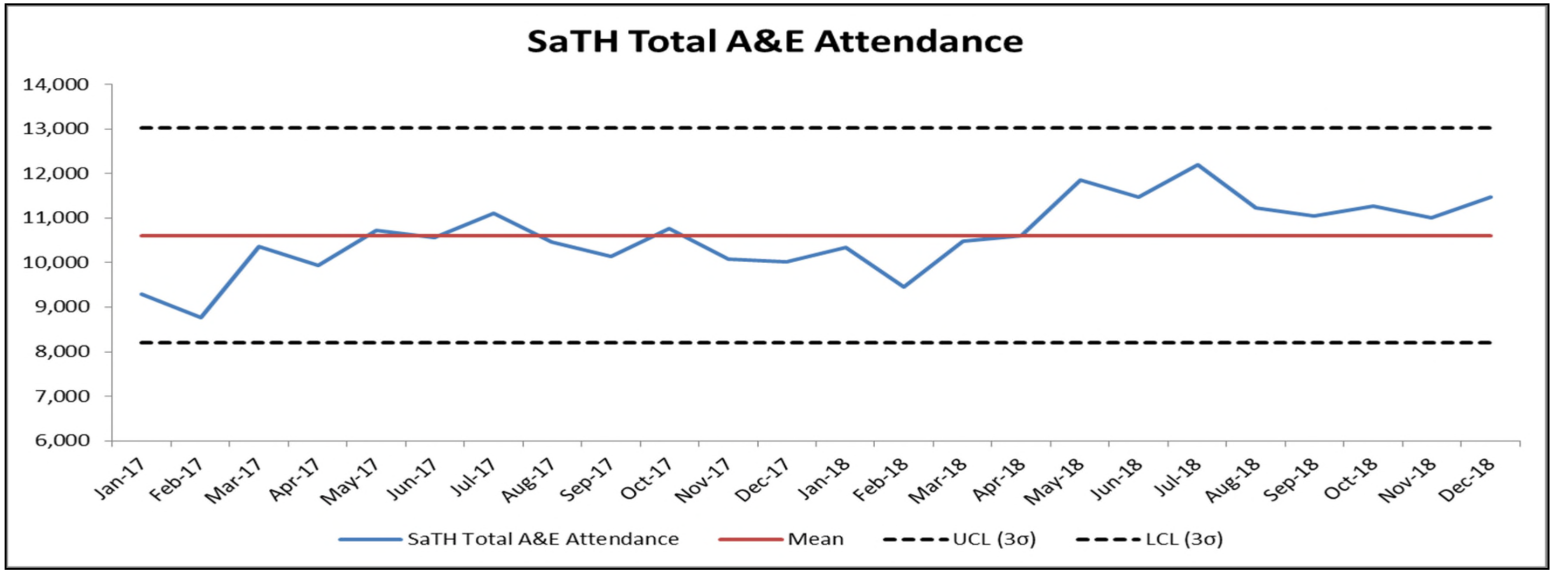


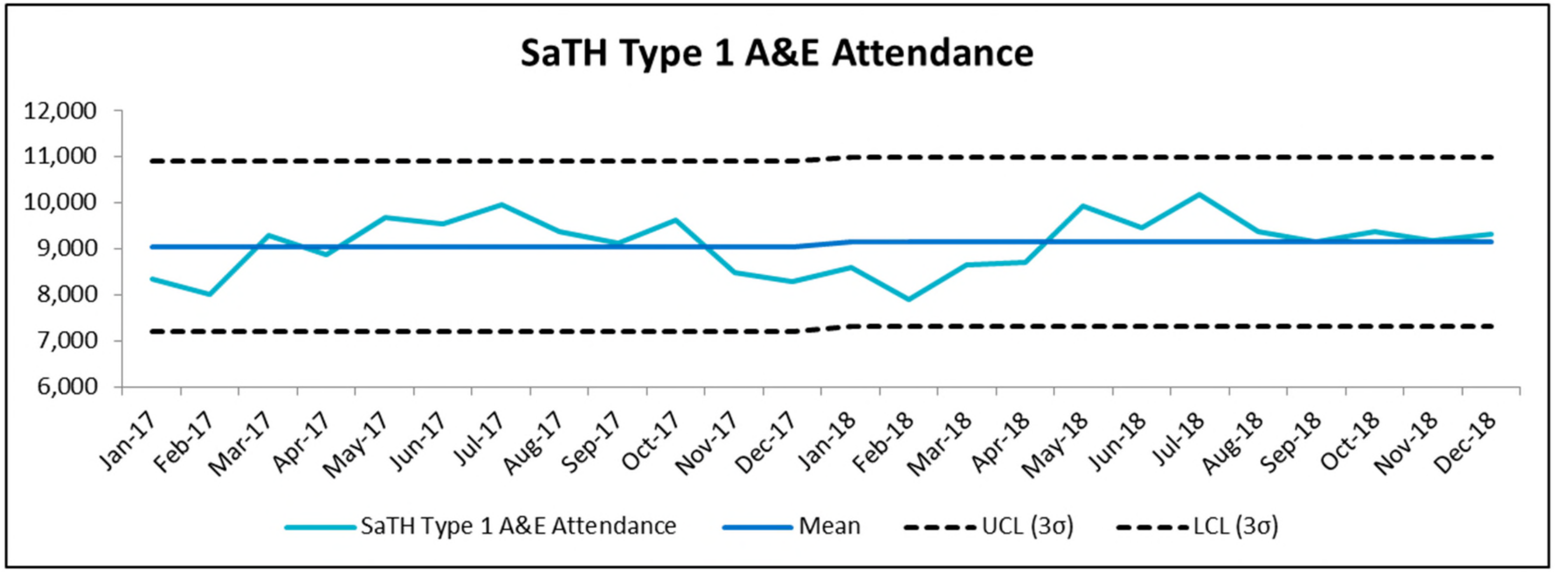
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Variance	0.59%	8.19%	5.76%	10.09%	8.40%	5.57%	4.64%	9.97%	15.54%			



Consistent increase in type 1 demand all year at RSH.

A&E Attendances - SaTH



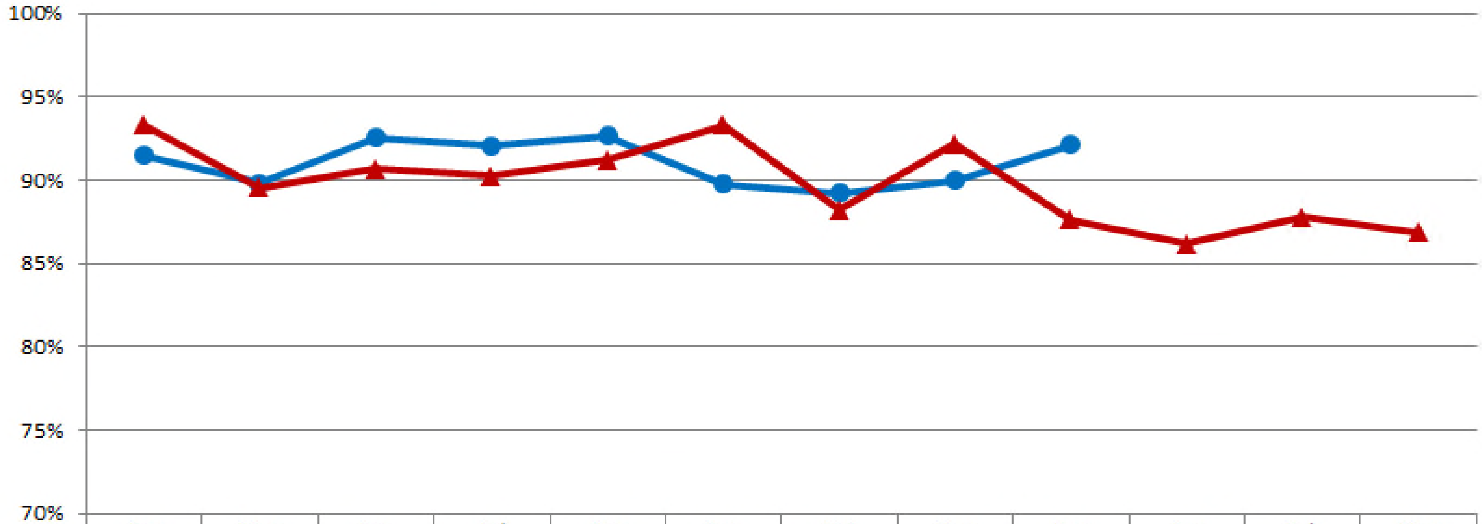


The graphs show that the overall A&E Attendances have seen an increase, however the Type 1 A&E Attendance have not changed significantly until Q3.

Performance affected by workforce, bed capacity and variance in demand.

A&E SaTH Minor Performance

SaTH Minor Performance



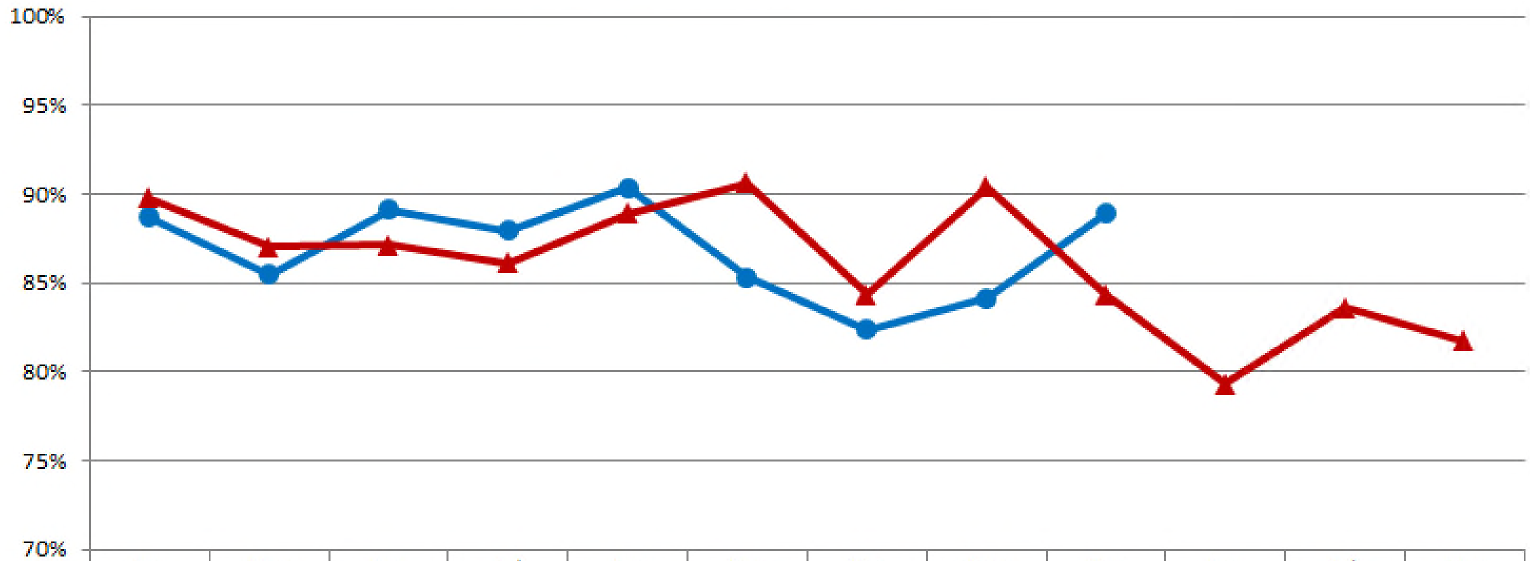
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
SaTH Minor 18/19	91.5%	89.8%	92.5%	92.0%	92.7%	89.8%	89.2%	90.0%	92.1%			
SaTH Minor 17/18	93.3%	89.5%	90.7%	90.2%	91.2%	93.3%	88.2%	92.2%	87.6%	86.2%	87.8%	86.9%

SaTH Minor 18/19 SaTH Minor 17/18

Attendance Comparison Dec-18 Vs. Dec-17	Breach Comparison Dec-18 Vs. Dec-17	Performance Comparison Dec-18 Vs. Dec-17
-10.6%	-42.9%	4.5%

A&E PRH Minor Performance

PRH Minor Performance



	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
PRH Minor 18/19	88.7%	85.5%	89.1%	87.9%	90.4%	85.3%	82.3%	84.1%	88.9%			
PRH Minor 17/18	89.7%	87.0%	87.1%	86.1%	88.9%	90.6%	84.3%	90.4%	84.3%	79.3%	83.6%	81.7%

PRH Minor 18/19 PRH Minor 17/18

Attendance Comparison
Dec-18 Vs. Dec-17

-16.1%

Breach Comparison
Dec-18 Vs. Dec-17

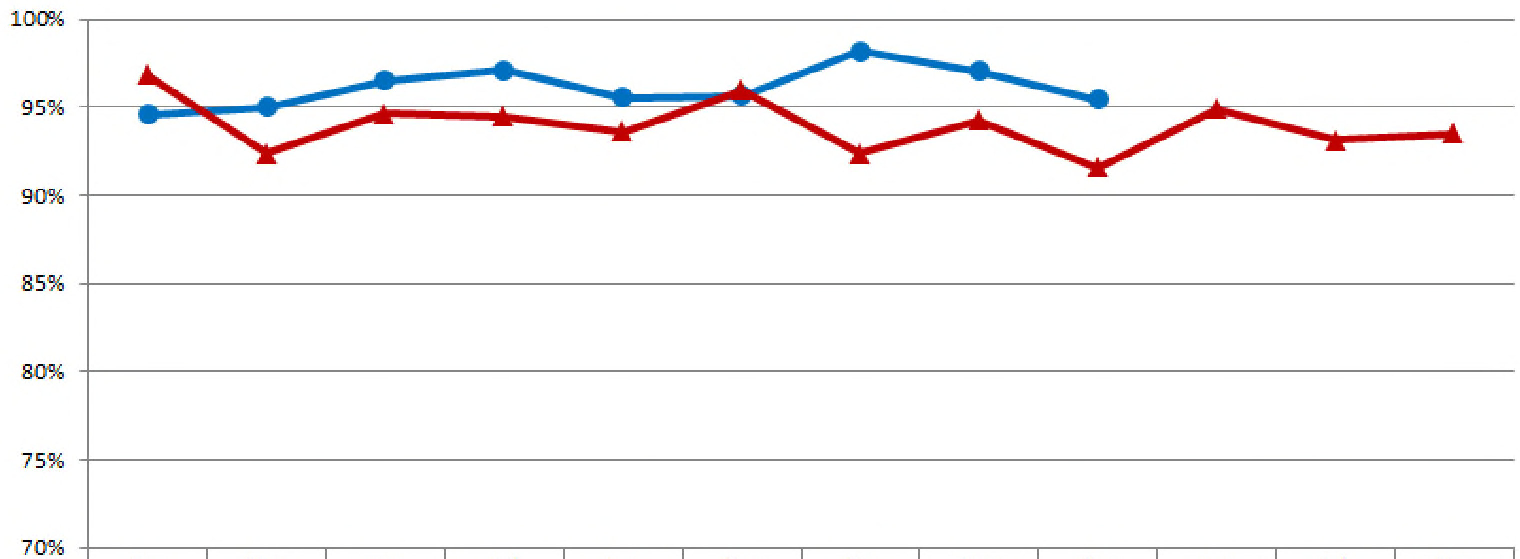
-40.5%

Performance Comparison
Dec-18 Vs. Dec-17

4.6%

A&E RSH Minor Performance

RSH Minor Performance



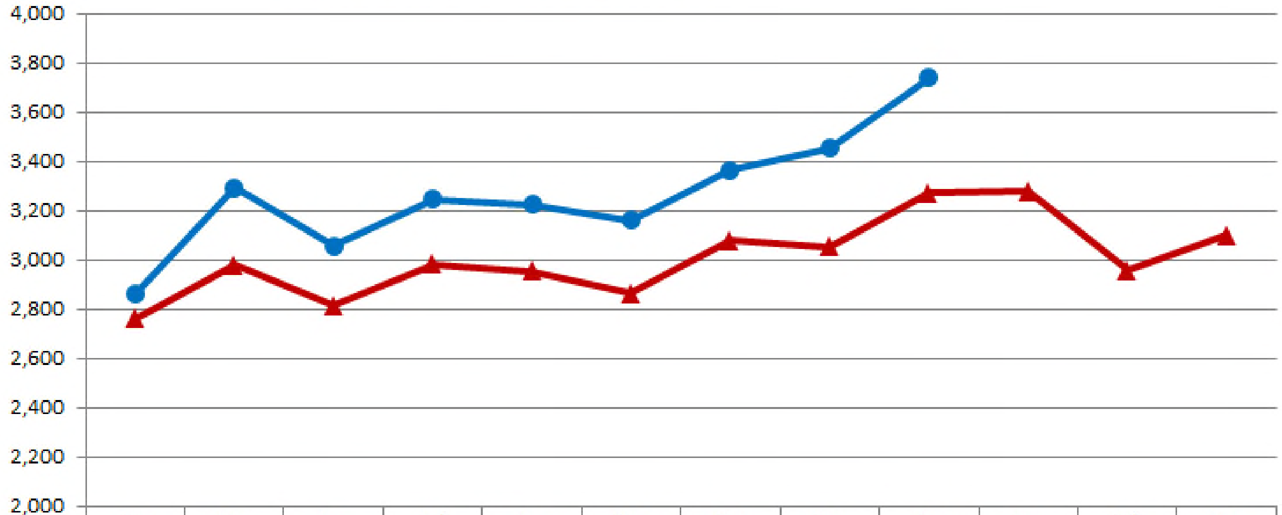
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
RSH Minor 18/19	94.6%	95.0%	96.5%	97.1%	95.5%	95.6%	98.1%	97.0%	95.4%			
RSH Minor 17/18	96.8%	92.4%	94.6%	94.5%	93.6%	96.0%	92.4%	94.3%	91.6%	94.9%	93.1%	93.5%

RSH Minor 18/19   RSH Minor 17/18

Attendance Comparison Dec-18 Vs. Dec-17	Breach Comparison Dec-18 Vs. Dec-17	Performance Comparison Dec-18 Vs. Dec-17
-4.0%	-48.1%	3.9%

A&E SaTH Arrivals via Ambulance

SaTH Ambulance Arrivals



	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
SaTH Ambulance Arrivals 18/19	2860	3291	3057	3247	3223	3159	3363	3452	3740			
SaTH Ambulance Arrivals 17/18	2761	2976	2814	2983	2953	2865	3078	3052	3272	3279	2955	3099

SaTH Ambulance Arrivals 18/19 SaTH Ambulance Arrivals 17/18

Attendance % Comparison Dec-18 Vs. Dec-17

14.3%

Attendance No. Comparison Dec-18 Vs. Dec-17

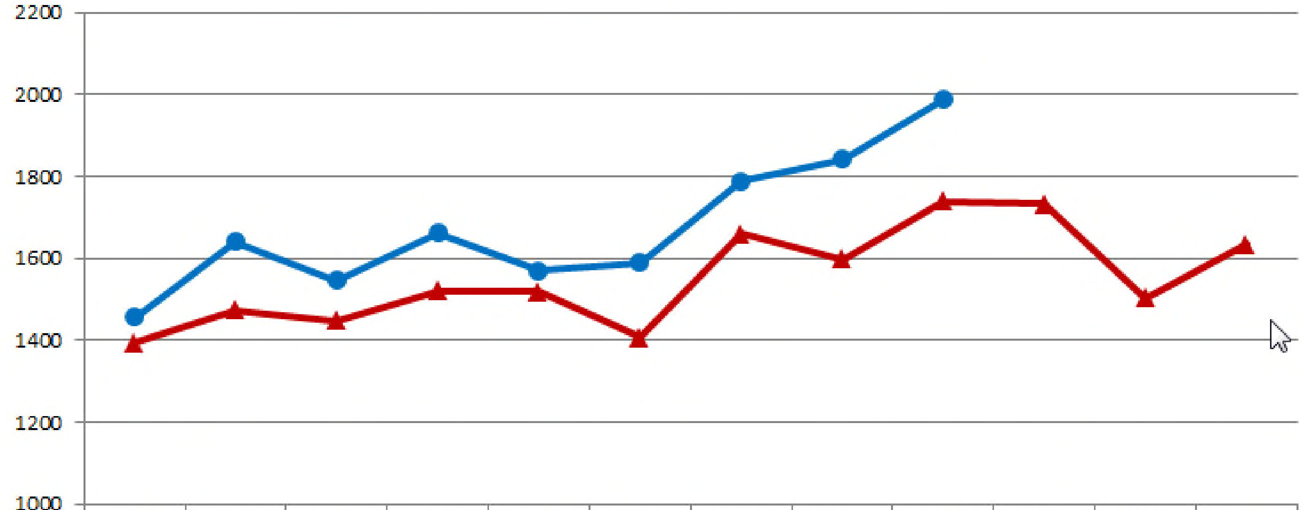
468

YTD Attendance % Comparison

9.9%

A&E PRH Arrivals via Ambulance

PRH Ambulance Arrivals



	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
PRH Ambulance Arrivals 18/19	1457	1641	1545	1662	1569	1589	1787	1841	1987			
PRH Ambulance Arrivals 17/18	1394	1473	1448	1520	1519	1407	1659	1598	1738	1732	1504	1633

Attendance % Comparison Dec-18 Vs. Dec-17

14.3%

Attendance No. Comparison Dec-18 Vs. Dec-17

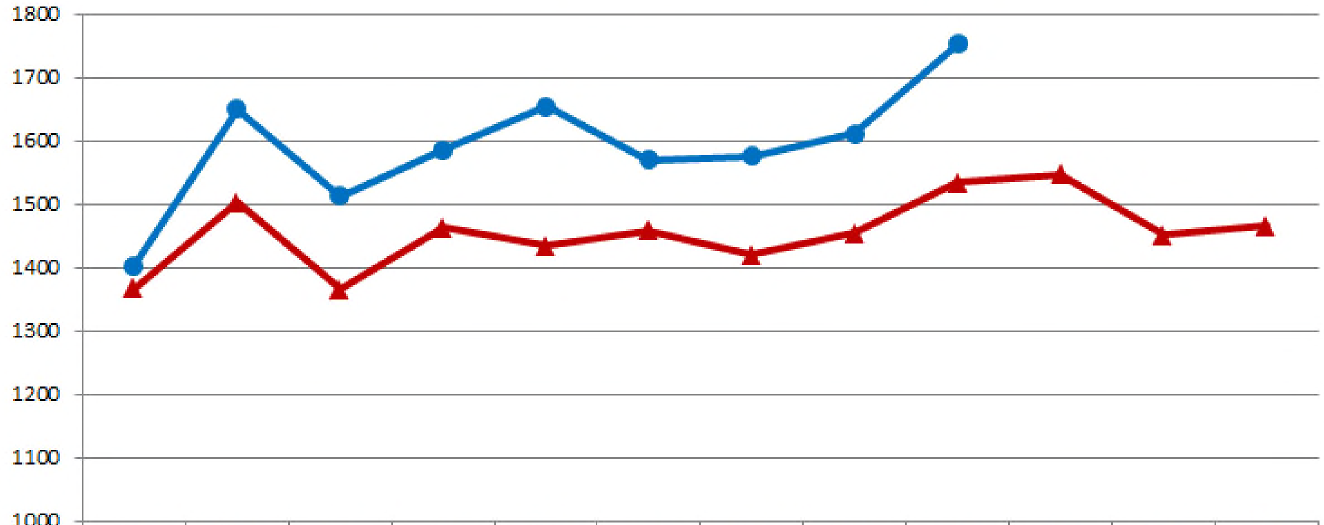
249

YTD Attendance % Comparison

9.6%

A&E RSH Arrivals via Ambulance

RSH Ambulance Arrivals



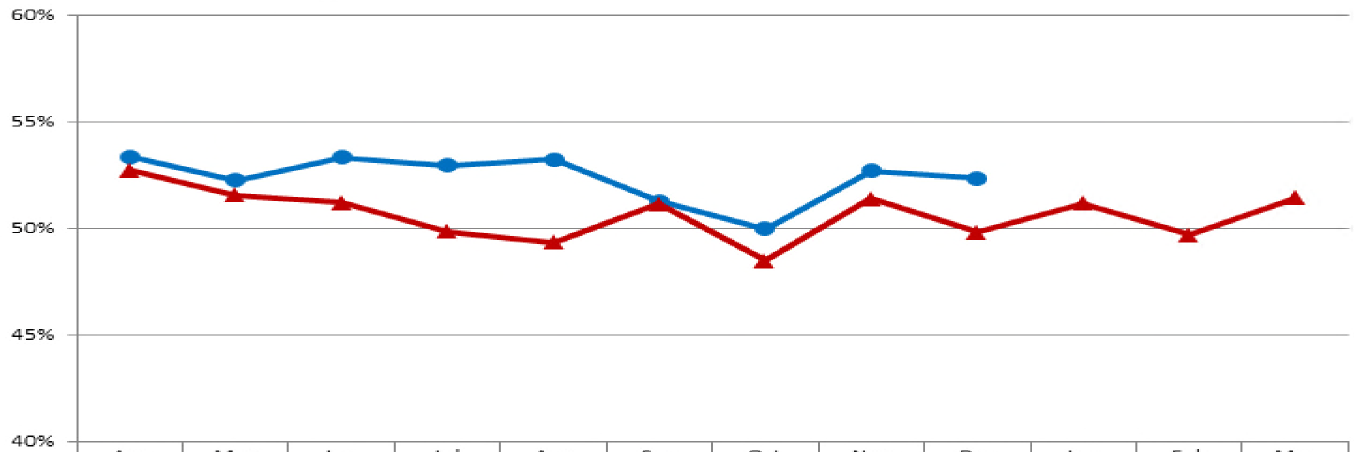
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
RSH Ambulance Arrivals 18/19	1403	1650	1512	1585	1654	1570	1576	1611	1753			
RSH Ambulance Arrivals 17/18	1367	1503	1366	1463	1434	1458	1419	1454	1534	1547	1451	1466

RSH Ambulance Arrivals 18/19 RSH Ambulance Arrivals 17/18

Attendance % Comparison Dec-18 Vs. Dec-17	Attendance No. Comparison Dec-18 Vs. Dec-17	YTD Attendance % Comparison
14.3%	219	10.1%

SaTH Ambulance Conversion Rates

SaTH Ambulance Conversion Rate



	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
SaTH Ambulance Arrivals 18/19	53%	52%	53%	53%	53%	51%	50%	53%	52%			
SaTH Ambulance Arrivals 17/18	53%	52%	51%	50%	49%	51%	48%	51%	50%	51%	50%	51%

SaTH Ambulance Arrivals 18/19 — SaTH Ambulance Arrivals 17/18

Ambulance Conversion % Comparison Dec-18 Vs. Dec-17	Ambulance Arrival Admitted Comparison Dec-18 Vs. Dec-17	Ambulance Conversion % YTD Comparison
5.1%	330	13.8%

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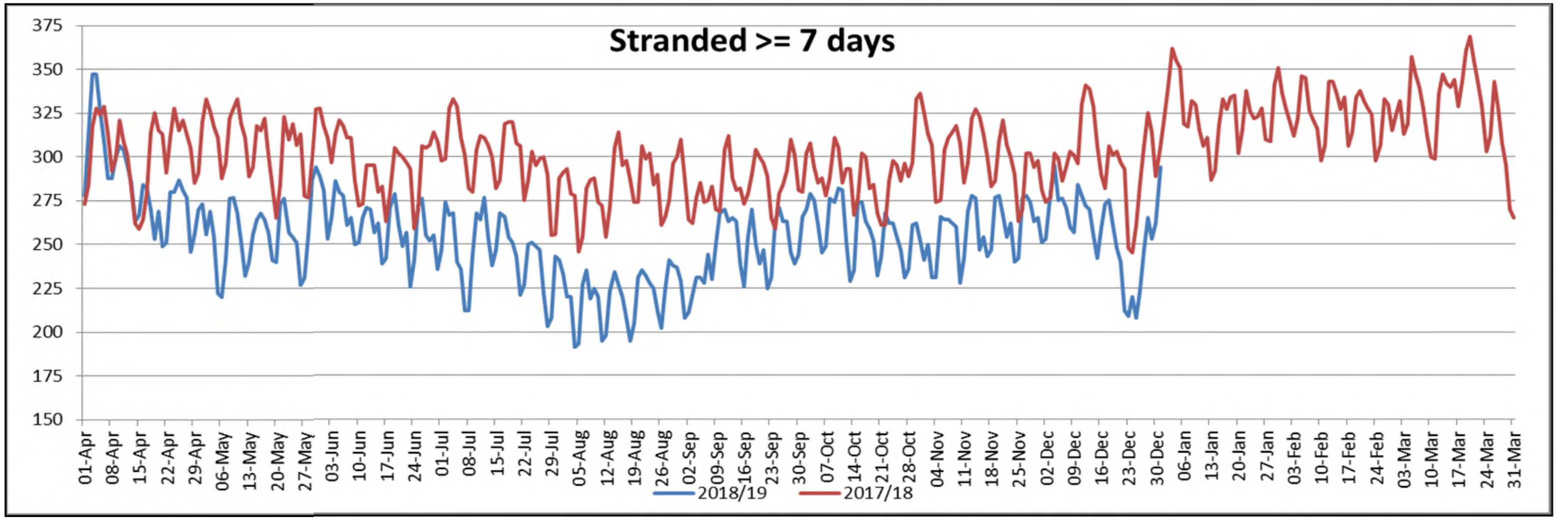
Stranded Patients

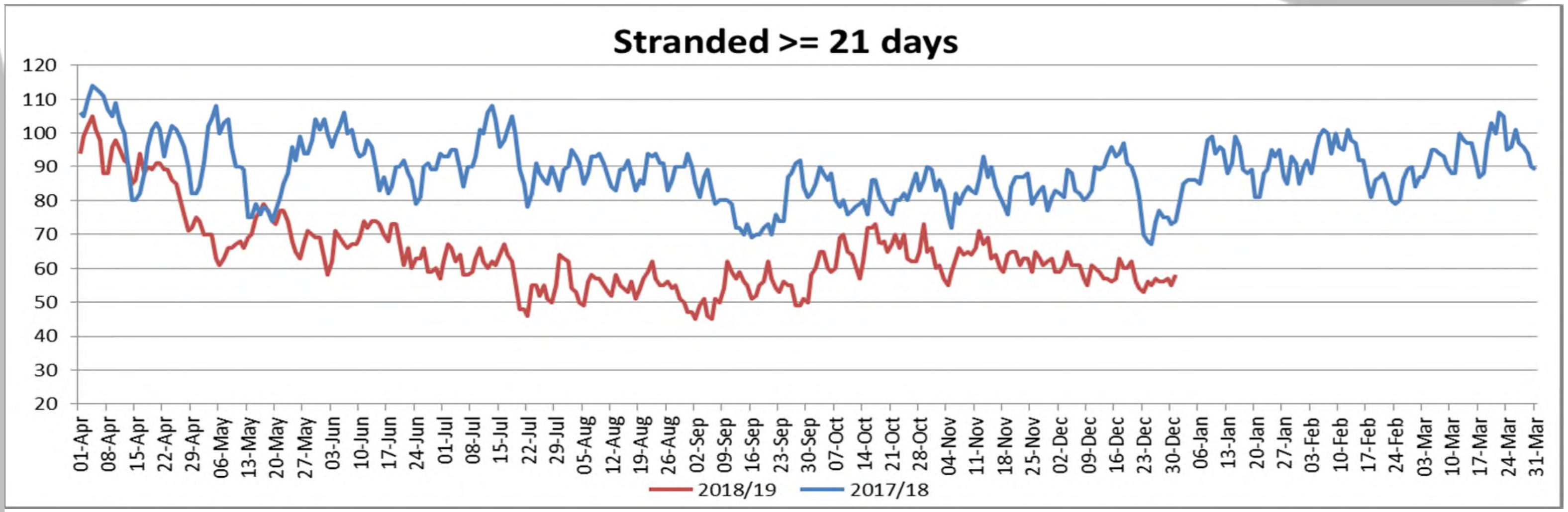


Stranded performance YTD is displaying a 14% improvement in comparison to the same period last year.

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

Super Stranded Performance is displaying a 27% improvement against the NHSE 21% improvement target.

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



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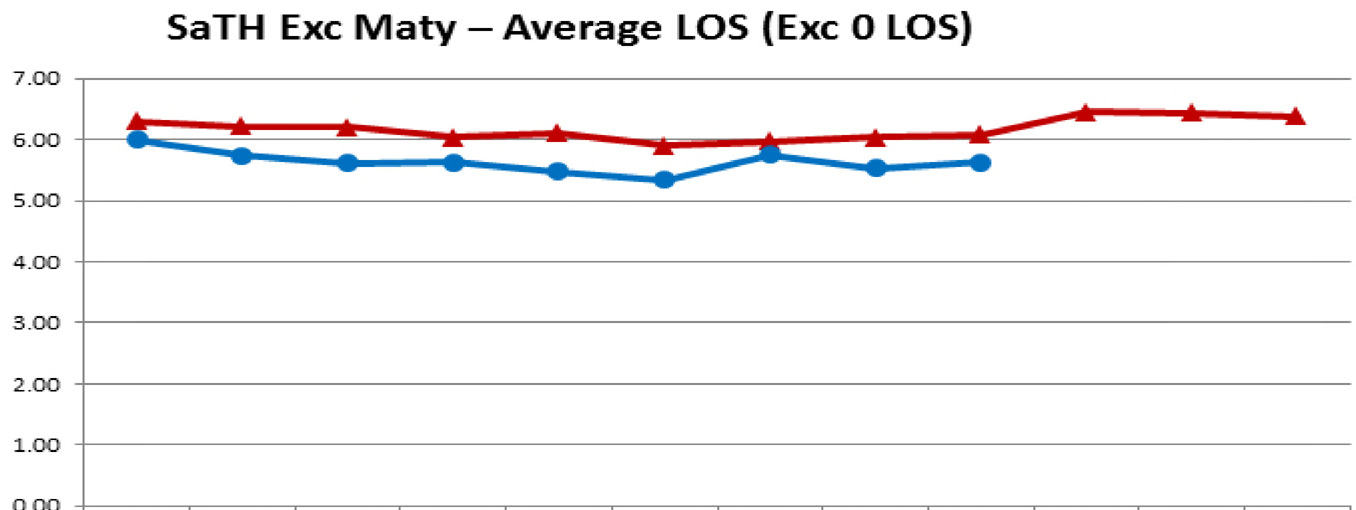
LEADERSHIP ACADEMY

TRANSFORMING CARE INSTITUTE

PATIENT & FAMILY
VISION
MISSION
LEADERSHIP
OUR PEOPLE
OUR VALUES

Length of Stay



	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Average LOS 17/18	6.30	6.21	6.19	6.04	6.10	5.89	5.97	6.04	6.07	6.45	6.43	6.38
Average LOS 18/19	6.00	5.73	5.61	5.62	5.48	5.33	5.75	5.53	5.63			

SaTH Avg LOS Variance	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	-4.8%	-7.8%	-9.5%	-6.9%	-10.2%	-9.5%	-3.7%	-8.3%	-7.3%			

The Trust has experienced an overall reduction in the average length of stay, work such stranded has contributed to this achievement.

NHS
The Shrewsbury and Telford Hospital
NHS Trust

Finance Report Month 9

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Income & Expenditure – Overview YTD

	Annual		YTD		
	NHSI Plan	Flexed Plan	Flexed Plan	Actual	Variance
	£000s	£000s	£000s	£000s	£000s
Income	355,007	359,907	269,809	271,375	1,567
Pay	(246,151)	(251,314)	(188,418)	(190,231)	(1,813)
Non-Pay & Reserves	(112,580)	(113,343)	(84,848)	(87,145)	(2,297)
Total Expenditure	**(358,731)**	**(364,657)**	**(273,265)**	**(277,376)**	**(4,110)**
EBITDA	**(3,724)**	**(4,750)**	**(3,457)**	**(6,000)**	**(2,544)**
Finance Costs	(14,715)	(13,689)	(10,273)	(10,121)	152
Surplus/(deficit) against Control Total pre PSF and Phased Spend	**(18,439)**	**(18,439)**	**(13,730)**	**(16,121)**	**(2,392)**
Phased Spend	0	0	(1,134)	(1,134)	0
Medical Staffing Pay Award Allowance				159	159
Adjusted Surplus/(deficit) post Phased Spend	**(18,439)**	**(18,439)**	**(14,864)**	**(17,097)**	**(2,233)**
Provider Sustainability Funding (PSF)	*9,824*	*9,824*	*6,386*	*1,032*	*(5,354)*
Surplus/(deficit) against Control Total post Phased Spend and PSF	*(8,615)*	*(8,615)*	*(8,478)*	*(16,065)*	*(7,587)*

At the end of December, 9 months into the 2018/19 financial year the Trust is reporting a year to date pre provider sustainability fund (PSF) deficit of £17.097m, £2.233m worse than plan.

Income is over performing by £1.567m, pay is overspent by £1.813m and non pay is overspent by £2.297m.

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Key Messages

- Year to date at the end of December the Trust is reporting a pre PSF deficit of £17.097m, £2.233m worse than plan.

Income & Expenditure – Care Group YTD and Forecast Outturn

Care Group	Income/Pay/Non Pay	YTD Plan £000s	YTD Actual £000s	YTD Variance £000s	Flexed Annual Plan £000s	Forecast Outurn £000s	YTD Variance £000s
Income	Income	269,809	271,375	1,566	359,641	361,792	2,151
Scheduled Care	Pay	(62,351)	(64,202)	(1,851)	(82,804)	(85,774)	(2,970)
	Non-Pay	(16,270)	(17,317)	(1,047)	(21,473)	(22,873)	(1,400)
Scheduled Care Total		**(78,621)**	**(81,519)**	**(2,898)**	**(104,277)**	**(108,647)**	**(4,370)**
Unscheduled Care	Pay	(44,825)	(46,744)	(1,919)	(58,701)	(62,577)	(3,876)
	Non-Pay	(9,321)	(10,134)	(814)	(11,994)	(13,341)	(1,347)
Unscheduled Care Total		**(54,145)**	**(56,878)**	**(2,733)**	**(70,694)**	**(75,918)**	**(5,223)**
Women & Children's Care Group	Pay	(25,096)	(25,690)	(594)	(33,387)	(34,346)	(959)
	Non-Pay	(3,882)	(3,883)	(1)	(5,074)	(5,111)	(37)
Women & Childrens Total		**(28,978)**	**(29,573)**	**(595)**	**(38,462)**	**(39,457)**	**(996)**
Support services	Pay	(23,755)	(23,832)	(77)	(31,689)	(31,832)	(143)
	Non-Pay	(6,421)	(7,028)	(607)	(8,513)	(9,400)	(887)
Support services Total		**(30,176)**	**(30,860)**	**(684)**	**(40,203)**	**(41,232)**	**(1,030)**
Corporate, Winter and Reserves	Pay	(32,391)	(29,603)	2,788	(44,018)	(41,480)	2,538
	Non-Pay	(48,954)	(48,784)	171	(65,596)	(65,676)	(80)
Corporate and Reserves Total		**(81,345)**	**(78,387)**	**2,958**	**(109,614)**	**(107,156)**	**2,457**
Total Expenditure		**(273,265)**	**(277,216)**	**(3,951)**	**(363,249)**	**(372,411)**	**(9,161)**
EBITDA		**(3,457)**	**(5,841)**	**(2,385)**	**(3,608)**	**(10,618)**	**(7,010)**
Finance Costs	Finance Costs	(10,273)	(10,121)	152	(14,831)	(13,364)	1,467
Surplus/(deficit) against Control Total pre PSF		**(13,730)**	**(15,962)**	**(2,233)**	**(18,439)**	**(23,982)**	**(5,543)**

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 £2.898m – this is due to increased costs associated with DSU and SAU clinic, waiting list payments particularly within Urology and Gastroenterology, agency ward cover (ward 11) and nursing unavailability. Non pay expenditure is within blood products and drugs.

- Unscheduled care is overspent by £2.733m – this is namely due to an increase in ED staffing and an increase in nursing volumes and agency and non delivery of waste reduction plan.

- Women & Children's is overspent by £0.595m which is due to under delivery within waste reduction.

- Support services is overspent by £0.684m – this is mainly within non pay and is due to an increase in pathology contracts offset partially by income and under delivery within waste reduction.

- Corporate areas and reserves are underspent by £2.958m – this is mainly due to a level of inflation reserves.

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)	89,715	91,871	2,156	2.4%	11,639	12,248	609	329	280
Outpatient Appts (Attendances)	319,568	317,892	(1,676)	(0.5%)	36,600	36,389	(211)	(199)	(12)
Elective Day Cases	36,949	36,672	(277)	(0.8%)	23,636	23,085	(551)	245	(797)
Elective Inpatient (Spells)	4,443	4,143	(300)	(6.8%)	14,083	13,365	(718)	156	(875)
Non Elective (Spells)	38,517	41,774	3,257	8.5%	78,745	82,237	3,492	(940)	4,432
Non Elective Other	5,027	4,826	(201)	(4.0%)	10,346	10,393	47	394	(347)
Emergency Threshold					(3,420)	(4,089)	(669)	(669)	
Others (Inc Reserves)					98,179	97,747	(433)	(433)	
Total	**494,219**	**497,178**	**2,959**	**0.6%**	**269,809**	**271,375**	**1,565**	**(1,116)**	**2,682**
Provider Sustainability Funding (PSF)					6,386	1,032	(5,354)	(5,354)	
Total after PSF	**494,219**	**497,178**	**2,959**	**0.6%**	**276,195**	**272,407**	**(3,789)**	**(6,470)**	**2,682**

Income is over performing year to date by £1.565m pre PSF.

- Accident and Emergency attendances are above planned levels by 2.4%.
- Outpatient attendances are showing an underperformance to date of 0.5%, 1,676 attendances. This exists across gynaecology, neurology and accident and emergency.
- Elective Daycase activity is under plan by 277 spells (0.8%), 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 have also been a number of cancellations within the month of December.
- Elective Inpatient spells are under delivering against plan by 300 spells (6.8%), this is across gynaecology, ENT and obstetrics and is also a knock on effect of theatre capacity aforementioned. Again, there have also been a number of cancellations within the month of December.
- Non Elective activity is 3,257 spells higher than the planned levels (8.5%), of which 3.4% (1,302 spells) is due to the introduction of a clinical decisions unit (CDU) at the PRH site.
- Others is underperforming by £0.433m year to date associated with private patient activity, rehab, critical care, antenatal and postnatal bookings (maternity pathway) and best practice tariff top ups. However, this now includes MRET reinvestment negotiated with the CCGs as part of a year end deal.

Key Messages

- After 9 months of the 2018/19 financial year the Trust had planned to receive income amounting to £269.809m excluding provider transformation funding (PSF) and had generated income amounting to £271.375m, an over performance of £1.567m.

Commissioner Contract Signature Update

Commissioner	Value	Agreed	Signed*	Update
Main CCG - Shropshire, Telford and Associates	£239,534,236	✓	Both	
NHS England – Specialised Services and Associates	£43,143,685	✓	Both	
Powys Teaching Health Board	£25,539,304	✓	Both	
Betsi Cadwaladr University Health Board (North Wales)	£1,650,553	✗	None	Contract value agreed. Quality Schedules and Reporting Requirement progressing but still to be finalised.
Welsh Health Specialised Services Committee (WHSSC)	£1,036,350	✗	None	Contract value agreed for the Fertility element, not for the Renal element. Discussions around supporting contract documentation have not progressed.
Hywel Dda	£92,671	✓	Both	

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*Where Both refers to both commissioner and provider, None refers to neither party and Provider/Commissioner refers to one party signature.

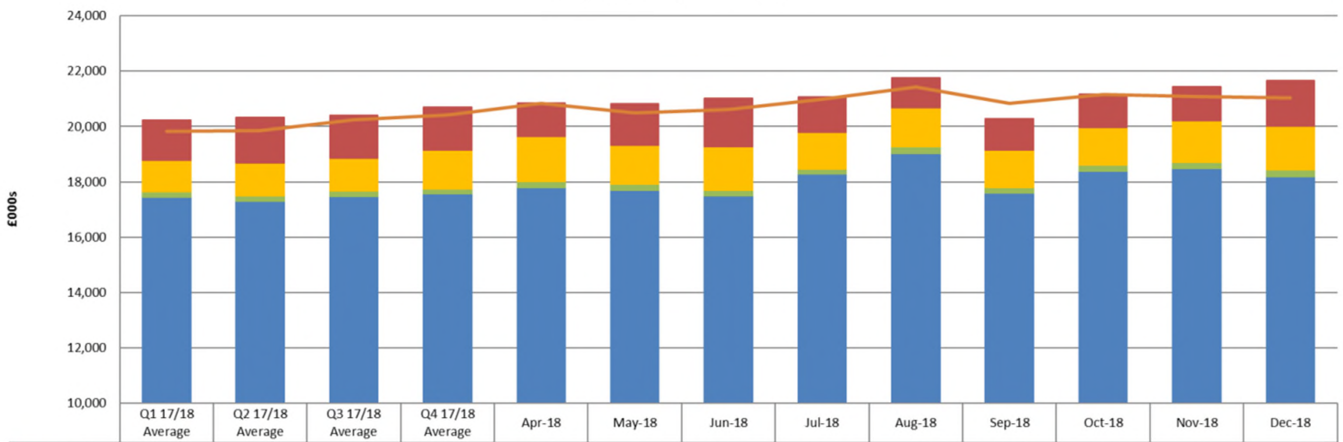
Please note that whilst Welsh commissioners follow a different timetable to English commissioners no problems with regards to cash flow exists.

Pay

Key Messages

- To date the pay spend has amounted to £190.231m against a plan of £188.418m resulting in an overspend of £1.813m.
- 16% of the Trust's pay costs in month 9 are attributable to temporary staffing.

Pay Costs by Element



	Q1 17/18 Average	Q2 17/18 Average	Q3 17/18 Average	Q4 17/18 Average	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
Agency	1,452	1,647	1,561	1,570	1,211	1,514	1,758	1,284	1,077	1,136	1,214	1,233	1,660
Bank/Locum	1,135	1,181	1,176	1,390	1,628	1,409	1,584	1,339	1,411	1,365	1,354	1,507	1,570
WLI	196	200	192	182	208	214	197	165	235	195	221	208	237
Substantive	17,452	17,300	17,480	17,569	17,792	17,691	17,484	18,293	19,028	17,593	18,380	18,485	18,193
Plan	19,830	19,846	20,254	20,414	20,840	20,485	20,611	20,978	21,424	20,825	21,154	21,076	21,025

The graph shows that 16% of the Trust's pay costs in month 9 were attributed to temporary staffing an increase on the trend seen over the last 3 months due to the impact of PRH ED. Agency spend accounts for 8%, £1.660m, £0.100m higher than December 2017.

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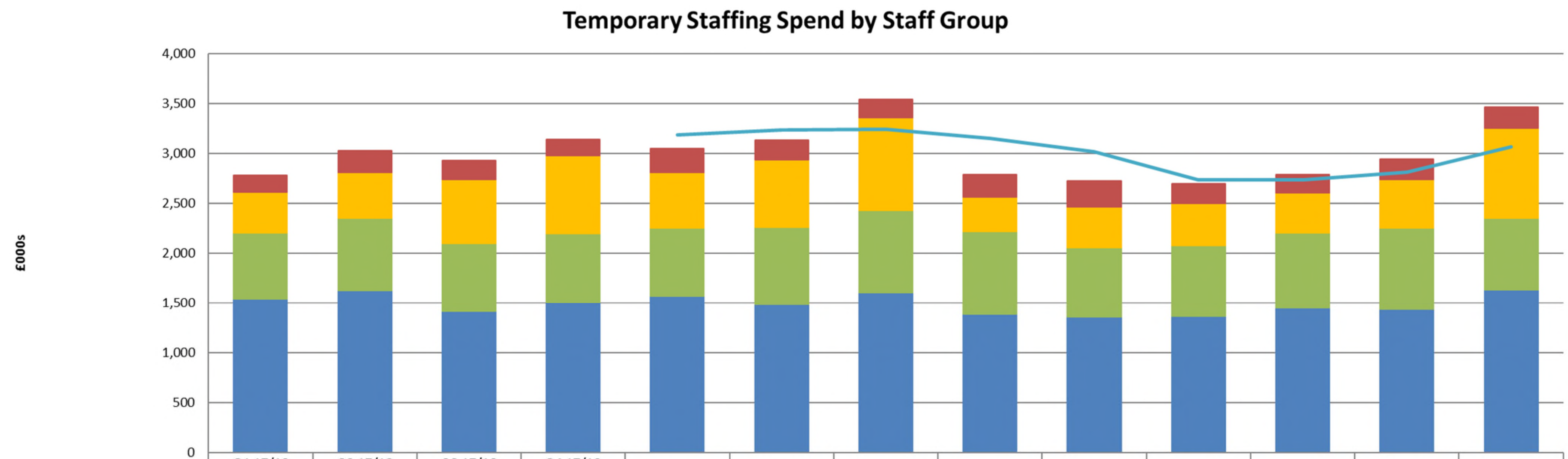
Temporary Staffing Spend



	Q1 17/18 Average	Q2 17/18 Average	Q3 17/18 Average	Q4 17/18 Average	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
Other	168	217	193	164	236	203	180	221	259	196	184	211	211
Medical Staffing	412	461	640	783	561	669	931	345	405	420	399	486	905
Consultants	660	726	682	690	677	776	824	831	700	713	756	815	719
Nursing	1,544	1,625	1,414	1,504	1,574	1,488	1,605	1,391	1,359	1,367	1,450	1,435	1,633
3 Month Moving Average					3,185	3,239	3,241	3,154	3,017	2,735	2,736	2,811	3,068

Key Messages

- To date the temporary staffing (Bank, WLI, Agency and Locums) pay spend amounted to £27.133m. From the graph above you can also see that the 3 month moving average although was decreasing overall the October – December average has increased.

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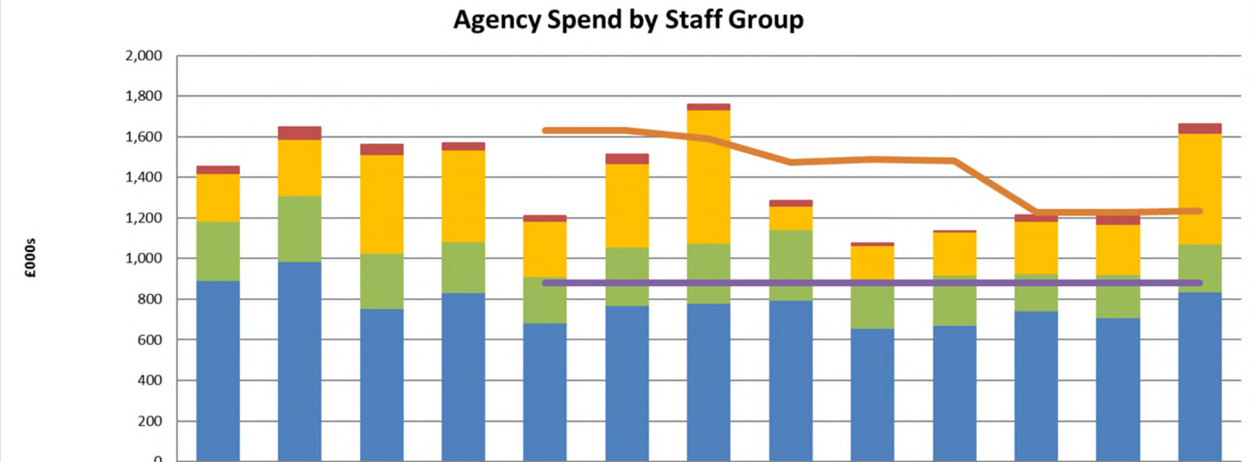
Agency

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	7,919	12,982	12,087	(4,168)	895	1,236	1,660	(424)



	Q1 17/18 Average	Q2 17/18 Average	Q3 17/18 Average	Q4 17/18 Average	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
Other	31	60	50	33	28	46	25	25	12	4	31	62	44
Medical Staffing	236	277	485	452	272	410	660	117	178	212	255	248	543
Consultants	291	322	272	250	228	288	294	348	228	249	184	213	236
Nursing	894	988	754	835	683	770	780	794	659	671	744	710	838
Agency Ceiling					880	880	880	880	880	880	880	880	880
NHSI Plan					1,631	1,629	1,590	1,472	1,490	1,482	1,226	1,226	1,236

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 9 run rate up by £0.427m compared to month 8 2018/19 predominantly due to the impact of PRH ED.

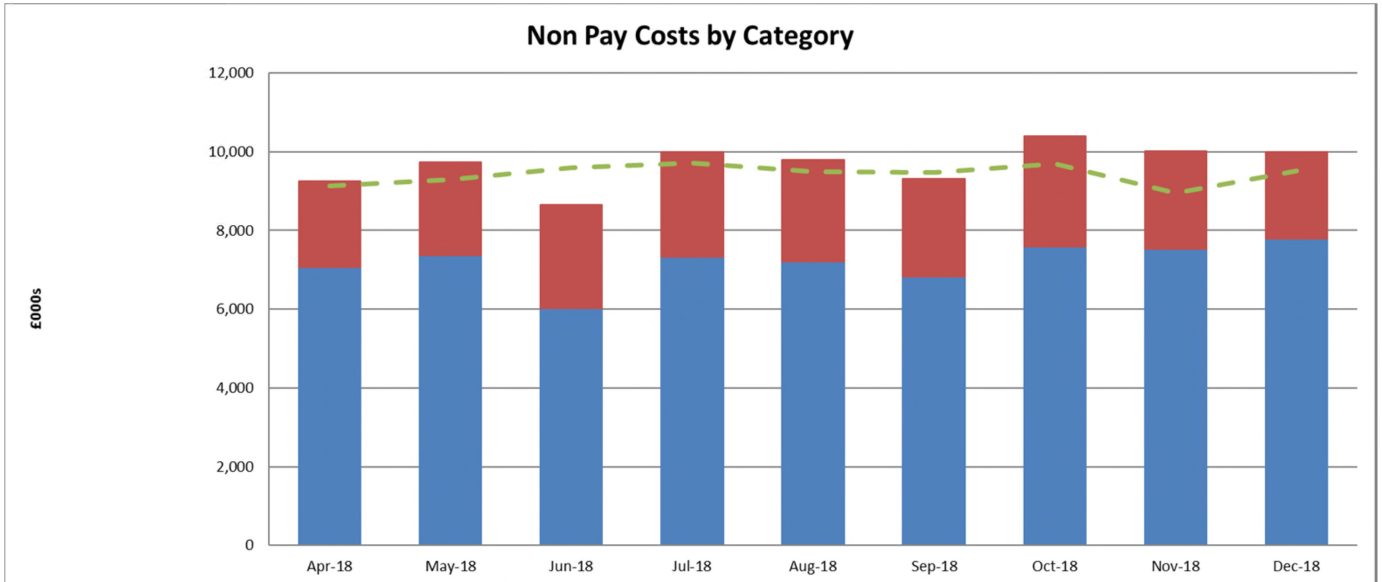
The table above details actual spend against the agency ceiling and agency plan, as can be seen, total agency spend in month amounted to £1.660m, £0.424m above the NHSI agency plan trajectory.

The graph shows the split of agency spend by staff group from April 2017 to present. Nurse agency accounts for 50% of the total agency spend in month, consultants and medical staffing account for 47% and other accounts for 3%.

Non Pay

Key Messages

- To date the non pay spend amounted to £87.145m against a plan of £84.848m resulting in an overspend of £2.297m.



	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
High Cost Drugs and Devices	2,202	2,365	2,643	2,679	2,589	2,475	2,822	2,472	2,196
Non Pay	7,058	7,362	6,016	7,317	7,207	6,830	7,582	7,537	7,792
Plan	9,130	9,295	9,588	9,705	9,503	9,474	9,692	8,953	9,508

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.

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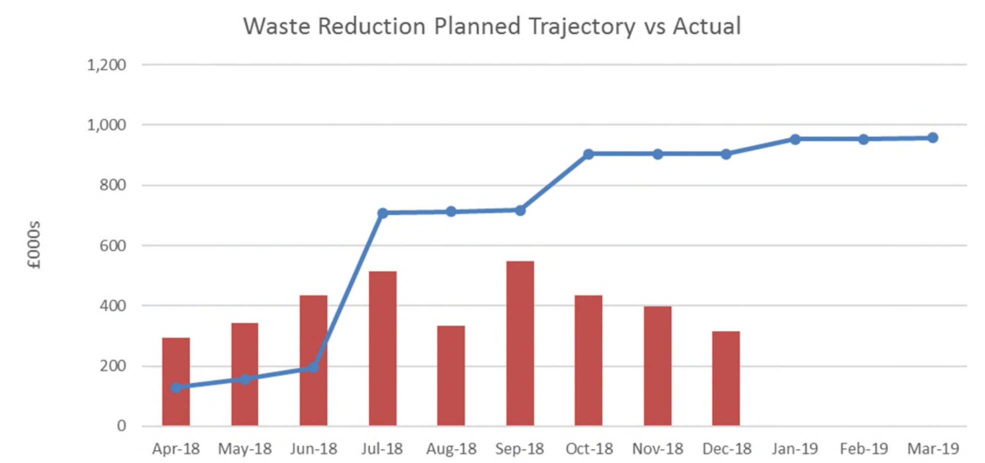
Waste Reduction Performance



	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
Actual	294	343	436	514	335	549	436	397	314			
Plan (Red)	129	157	195	708	713	718	904	904	904	954	954	958

Key Messages

- Against the year to date plan of £5.332m, £3.618m has been delivered, with an adverse variance of £1.714m. This most notably exists within the following schemes:
  - Unavailability
  - Womens & Children's

Scheme	Efficiency Programme Area	2018/19 Saving Plan	Plan YTD	Actual YTD	Variance YTD
Stranded Patients					
Unavailability	Workforce (Nursing)	960	679	60	(620)
Escalation	Workforce (Nursing)	700	468	510	42
Nurse Agency premium	Workforce (Nursing)	1,550	774	839	65
Total Stranded Patients		**3,210**	**1,921**	**1,409**	**(512)**
Procurement	Procurement	**1,300**	**951**	**671**	**(280)**
Income Reduction					
W&C's Addressing Income Reduction	Workforce (Nursing)	1,084	720	0	(720)
Radiology Addressing Income Reduction	Imaging	416	276	300	24
Total Income Reduction		**1,500**	**996**	**300**	**(696)**
Other					
Theatres, Outpatients and Endoscopy	Workforce (Medical)	750	498	250	(248)
Ophthalmology Consolidation	Other Savings plans	50	24	0	(24)
Corporate Services 1 Estates & Facilities		*400*	*281*	*178*	*(103)*
Corporate Services 2		*100*	*73*	*73*	*0*
Corporate Services 1&2		500	354	252	(102)
Housekeeping	Other Savings plans	1,250	834	611	(223)
WLI	Workforce (Medical)	150	0	0	0
Drug Spend	Hospital Medicine and Pharmacy	180	99	125	26
Total Other		**2,880**	**1,809**	**1,238**	**(571)**
Grand Total		**8,890**	**5,677**	**3,618**	**(2,059)**
Assumed Slippage		(692)	(345)	0	345
Revised Total		**8,198**	**5,332**	**3,618**	**(1,714)**
Finance Costs					
Inflation Savings					
Revised Total		**8,198**	**5,332**	**3,618**	**(1,714)**

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Forecast Outturn Scenarios

Element	Flexed Annual Plan	Best	Worst	Most Likely	Variance to Most Likely
Income	359,641	359,193	359,193	359,193	(448)
MRET/Readmission monies		2,099	2,099	2,099	2,099
Contract challenges					0
Recover Fertility under performance		300		300	300
Urology income		200	200	200	200
Income after adjustments	**359,641**	**361,792**	**361,492**	**361,792**	**2,151**
Pay	(250,599)	(255,473)	(255,473)	(255,473)	(4,874)
Impact of weekly bank		400		400	400
Pay after adjustments	**(250,599)**	**(255,073)**	**(255,473)**	**(255,073)**	**(4,474)**
Non Pay	(112,650)	(116,402)	(116,402)	(116,402)	(3,752)
Non Pay after adjustments	**(112,650)**	**(116,402)**	**(116,402)**	**(116,402)**	**(3,752)**
Finance Costs	(14,831)	(13,364)	(13,364)	(13,364)	1,467
Finance Costs after adjustments	**(14,831)**	**(13,364)**	**(13,364)**	**(13,364)**	**1,467**
Forecast Outturn Pre PSF and Rectification	**(18,439)**	**(23,047)**	**(23,747)**	**(23,047)**	**(4,608)**
Control Total	**(18,439)**	**(18,439)**	**(18,439)**	**(18,439)**	**0**
Variance	**0**	**(4,608)**	**(5,308)**	**(4,608)**	
Further Potenital Rectification Opportunities		2,162		1,081	1,081
Forecast Outturn Pre PSF Post Rectification	**(18,439)**	**(20,885)**	**(23,747)**	**(21,966)**	**(3,527)**
Control Total	**(18,439)**	**(18,439)**	**(18,439)**	**(18,439)**	**0**
Variance	**0**	**(2,446)**	**(5,308)**	**(3,527)**	
PRH ED		*(2,016)*	*(2,016)*	*(2,016)*	*(5,543)*
Variance	*0*	*(4,462)*	*(7,324)*	*(5,543)*	

The table to the left details the revised best, worst and most likely forecast outturn position for the 2018/19 financial year against the Trusts pre PSF control total after CCG deals and the impact of keeping ED open at PRH.

You will note that the MRET/Readmission monies has increased in the most likely scenario from £1.380m to £2.099m, this takes into account further negotiation with the two local CCGs who we now have a year end deal in place with.

Key Messages

- The revised forecast outturn deficit position against control total moves to **£3.527m** under the most likely position pre the impact of PRH ED. This moves the total deficit as a percentage of income to 6.1% against a plan of 5.1%. The decision to keep PRH ED open overnight results in a revised variance of £5.543m.

Forecast Outturn Performance – Month 9

Income/Pay/Non Pay	Month 9 YTD FOT £000s	Month 9 YTD Actual £000s	Month 9 YTD Variance £000s
Income	271,182	271,375	193
Pay	(190,462)	(190,231)	231
Non-Pay	(87,061)	(87,145)	(84)
Total Expenditure	**(277,523)**	**(277,376)**	**147**
EBITDA	**(6,341)**	**(6,001)**	**340**
Finance Costs	(10,030)	(10,121)	(92)
Surplus/(Deficit)	**(16,371)**	**(16,122)**	**249**

The table above details the forecast year to date month 9 position against the actual delivered.

Key Messages

- The position is favourable year to date however, there is a £0.200m adverse variance in month, proving that the anticipated runrate is in line with expected in month spend.

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Forecast Outturn Runrate – Most Likely

	Actual									Forecast			
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**
Income	28,322	29,877	30,597	30,650	30,006	29,192	31,724	32,022	28,985	30,526	29,129	30,762	361,792
Pay	(21,160)	(21,222)	(22,098)	(20,482)	(20,559)	(20,608)	(21,062)	(21,432)	(21,608)	(21,659)	(21,334)	(21,272)	(254,497)
Non-Pay	(9,261)	(9,597)	(9,311)	(9,779)	(9,894)	(9,235)	(10,355)	(9,952)	(9,761)	(9,662)	(9,675)	(9,921)	(116,402)
Total Expenditure	**(30,421)**	**(30,819)**	**(31,409)**	**(30,261)**	**(30,453)**	**(29,843)**	**(31,417)**	**(31,384)**	**(31,369)**	**(31,321)**	**(31,009)**	**(31,193)**	**(370,899)**
EBITDA	**(2,099)**	**(942)**	**(812)**	**389**	**(447)**	**(651)**	**307**	**638**	**(2,384)**	**(795)**	**(1,880)**	**(431)**	**(9,106)**
Finance Costs	(1,110)	(1,113)	(1,076)	(1,156)	(1,115)	(1,112)	(1,120)	(1,116)	(1,203)	(1,081)	(1,081)	(1,081)	(13,364)
Surplus/(Deficit)	**(3,209)**	**(2,055)**	**(1,888)**	**(767)**	**(1,562)**	**(1,763)**	**(813)**	**(478)**	**(3,587)**	**(1,876)**	**(2,961)**	**(1,512)**	**(22,470)**
Control Total pre PSF													**(18,439)**
Variance													**(4,031)**
PRH ED	0	0	0	0	0	0	0	0	0	(504)	(504)	(504)	(1,512)
Variance													**(5,543)**

The table above details the forecast runrate to the end of the financial year in line with the Trusts most likely forecast outturn position, £5.543m away from its agreed control total.

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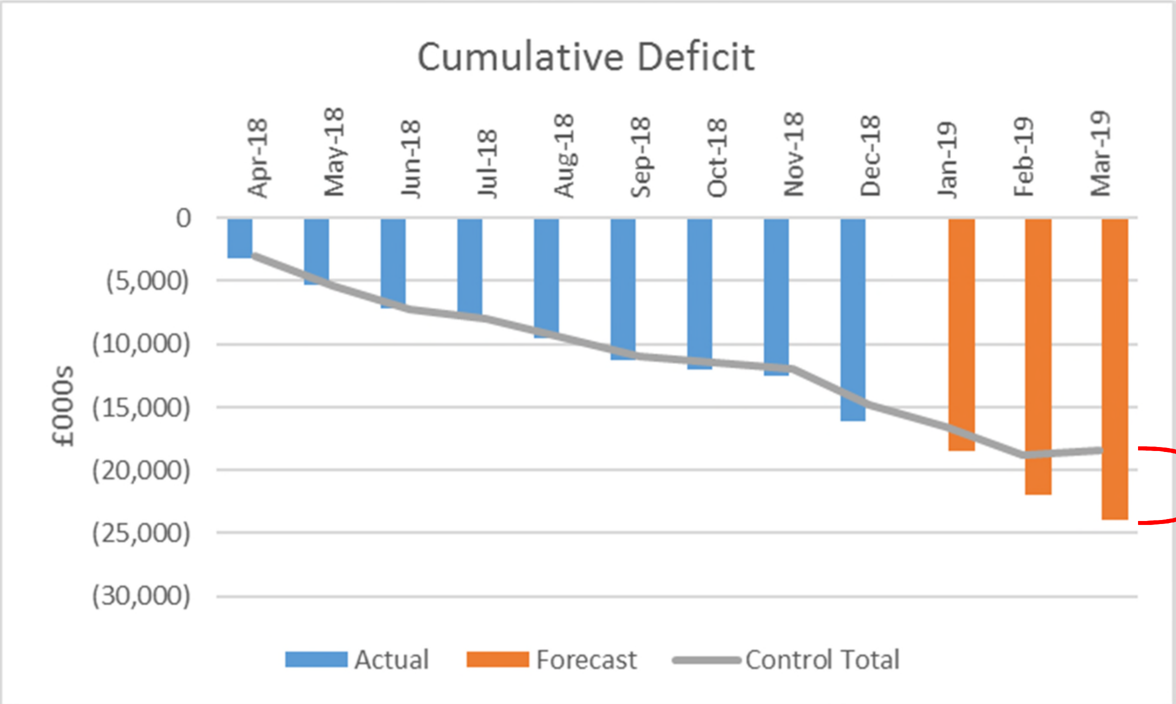
Forecast Outturn – Cumulative Deficit



£5.543m overspend against the pre PSF control total.

Key Messages

- The cumulative deficit is expected to grow over the period January through to March due to increased expenditure associated with winter and ED workforce.

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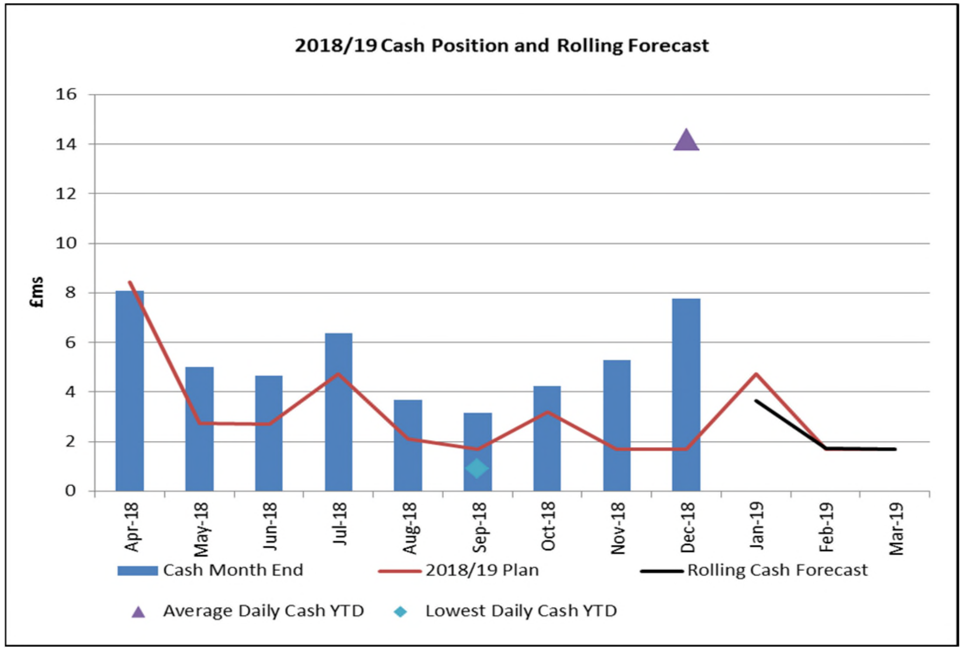
Cash

	Actual YTD £000's	Total To Date And Forecast £000's
Balance B/fwd	1,649	1,649
I&E CASHFLOW		
Income I&E (inc Donated & PSF)	266,568	363,848
Pay I&E	(190,174)	(256,332)
Non Pay I&E	(84,207)	(116,078)
Finance Costs I&E	(1,802)	(3,735)
Capital Expenditure (inc Donated) re Depreciation	(3,057)	(10,653)
Total I&E Cashflow	(12,672)	(22,949)
EXTERNAL FUNDING		
Revolving Working Capital - I&E Deficit	8,615	8,615
Revolving Working Capital - Additional Support	0	5,543
Loan facility to cover non-receipt of PSF	853	8,792
PDC Allocation - NHS WiFi in Secondary Care (Expenditure)	(205)	(205)
PDC Allocation - NHS WiFi in Secondary Care (Income)	205	205
PDC Allocation - 30 Bedded Ward (Expenditure)	(2,710)	(3,192)
PDC Allocation - 30 Bedded Ward (Income)	3,192	3,192
Total External Funding Cashflow	9,950	22,950
Total Balance Sheet Changes	8,843	50
Total Cashflow	6,120	51
Balance C/fwd	7,769	1,700

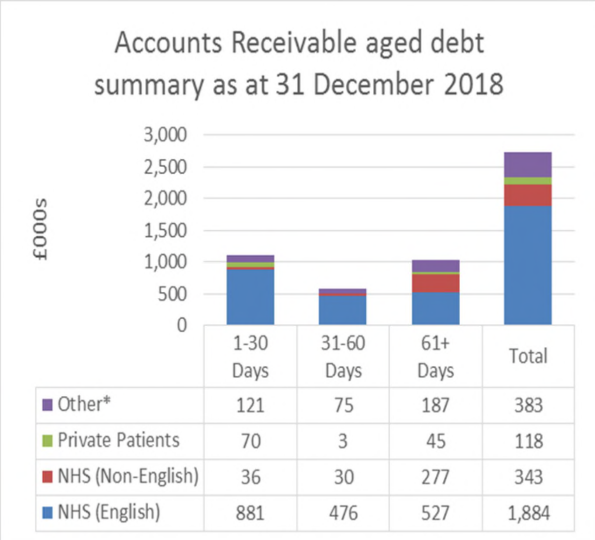


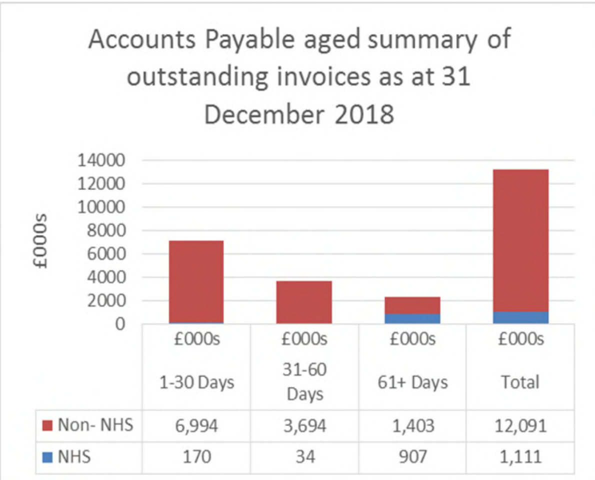
The above cashflow is based on the most likely variance to the Trust's pre PSF control total of £5.543m and assumes that the Trust will receive cash support for the non-receipt of its total PSF i.e. shortfall of £8.792m. In addition, following discussions with NHSI and receipt of relevant documentation to facilitate draw down, the Trust will receive additional loan support of £5.543m to support the income and expenditure deficit over the agreed control total. The Trust is required to hold a minimum cash balance of £1.700m.

Key Messages

- Trust will receive £5.408m loan in February in respect of non-receipt of PSF.
- It is forecast that the Trust will require the remaining £2.531m in respect of non-receipt of PSF and agreed additional cash support of £5.543m (in respect of forecast deficit over agreed control total) in March 2019.
- The minimum cash balance required of £1.700m will only be achieved if the outturn of £23.982m is realised.

Receivables/Payables





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

	1-30 Days £000s	31-60 Days £000s	61+ Days £000s	Total £000s
NHS England Commissioning^	598	123	0	721
Shropshire Community Health Trust	53	247	77	377
RJAH	93	16	138	247
Powys LHB	23	29	154	206

*Other includes prescriptions, catering recharges, accommodation, overseas visitors and MES activity.
^The NHS England Commissioning 1-30 days balance includes £0.484m of invoices raised in advance for Month 10 contract income to ensure payment is received during January 2019.

Meetings have been taking place to resolve the outstanding issues included in the 61+ days balance with RJAH. The delay in payment of the 61+ days balance with Powys LHB is due to the value exceeding £0.100m and requiring higher authorisation levels for payment.

There were no credit notes raised over £0.100m in December 2018.

SLR

Centre Summary 18/19 M1-6 YTD

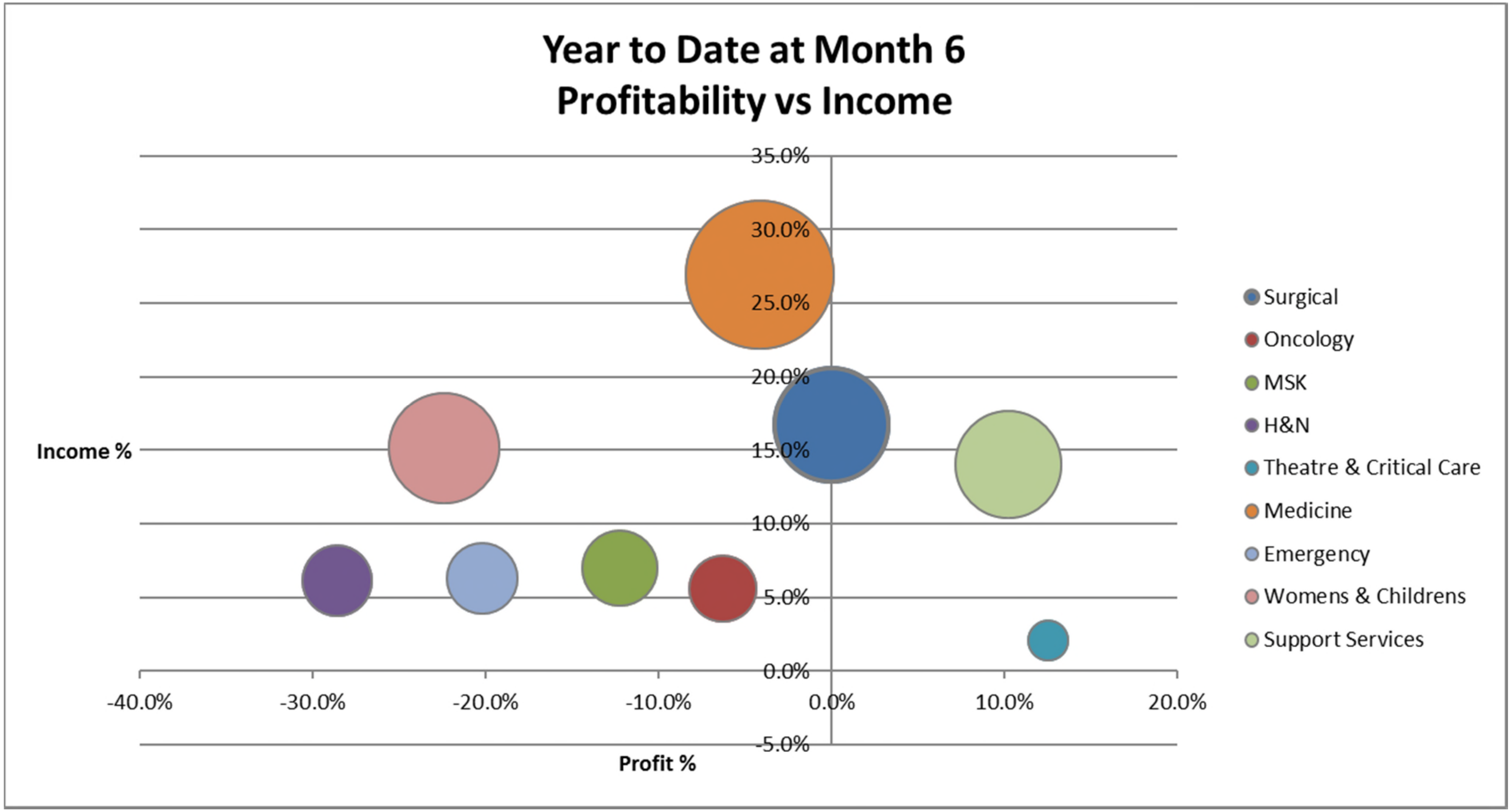
Metrics	Surgical	Oncology	MSK	H&N	Theatre & Critical Care	Medicine	Emergency	Womens & Childrens	Support Services	TOTAL
Income	30,199	10,120	12,671	11,087	3,749	48,646	11,423	27,308	25,353	180,556
Cost										
Direct										
Nursing	(4,740)	(1,721)	(2,108)	(629)	(1,644)	(15,451)	(3,413)	(9,913)	(243)	(39,862)
Consultants	(3,311)	(1,176)	(1,141)	(1,956)	(49)	(3,834)	(479)	(2,487)	(43)	(14,476)
Other Clinical	(2,642)	(1,496)	(1,859)	(2,724)	(53)	(5,492)	(3,009)	(3,918)	(369)	(21,561)
Non Clinical	(1,413)	(704)	(590)	(947)	(84)	(1,962)	(538)	(1,558)	(236)	(8,032)
Total Direct Pay Costs	(12,105)	(5,096)	(5,699)	(6,256)	(1,830)	(26,739)	(7,439)	(17,876)	(891)	(83,932)
Drugs	(590)	(1,083)	(142)	(132)	(122)	(2,040)	(307)	(416)	(13,727)	(18,559)
Supplies	(304)	(345)	(275)	(953)	(167)	(2,518)	(327)	(980)	(20)	(5,889)
Other Direct Costs	(723)	(259)	(169)	(465)	(44)	(1,360)	(593)	(792)	(83)	(4,488)
Total Direct Non Pay Costs	(1,617)	(1,687)	(587)	(1,550)	(333)	(5,917)	(1,227)	(2,189)	(13,830)	(28,937)
Direct Cost Total	(13,722)	(6,783)	(6,286)	(7,807)	(2,163)	(32,656)	(8,666)	(20,065)	(14,721)	(112,869)
Indirect										
Blood	(0)	(0)	(0)	(0)	(0)	(16)	(0)	(3)	(0)	(20)
Allied Healthcare Professionals	(463)	(315)	(133)	(394)	(1)	(1,303)	(84)	(111)	(1,256)	(4,059)
Radiology	(1,013)	(193)	(564)	(160)	(30)	(1,230)	(1,269)	(153)	(1,664)	(6,277)
Pathology	(758)	(548)	(162)	(168)	(53)	(1,783)	(368)	(605)	(2,716)	(7,162)
Theatre	(4,853)	(12)	(3,030)	(2,052)	(359)	(348)	(11)	(1,869)	(4)	(12,539)
Other Services	(2,221)	(56)	(91)	(496)	(21)	(741)	(49)	(313)	(70)	(4,058)
Prosthetics	(41)	(0)	(650)	(16)	(0)	(4)	(1)	(15)	(0)	(728)
Hotel Services	(814)	(325)	(327)	(318)	(82)	(1,885)	(506)	(760)	(172)	(5,189)
Pharmacy	(318)	(462)	(96)	(106)	(5)	(1,056)	(43)	(190)	(21)	(2,296)
CNST	(984)	(83)	(947)	(215)	0	(250)	(653)	(3,832)	0	(6,964)
Total Indirect Costs	(11,464)	(1,995)	(6,000)	(3,925)	(551)	(8,616)	(2,985)	(7,852)	(5,903)	(49,291)
Direct/ Indirect Total	(25,186)	(8,778)	(12,286)	(11,732)	(2,714)	(41,272)	(11,651)	(27,917)	(20,625)	(162,160)
Direct Contribution	5,013	1,342	385	(645)	1,035	7,373	(227)	(609)	4,729	18,396
Contribution %	16.60%	13.27%	3.04%	(5.82%)	27.60%	15.16%	(1.99%)	(2.23%)	18.65%	10.19%
Overheads										
Site Costs	(993)	(494)	(425)	(528)	(102)	(1,645)	(423)	(1,135)	(648)	(6,392)
Corporate Costs	(2,927)	(1,092)	(1,118)	(1,444)	(333)	(5,567)	(1,230)	(3,176)	(1,263)	(18,150)
Overhead Total	(3,919)	(1,586)	(1,543)	(1,972)	(436)	(7,213)	(1,653)	(4,311)	(1,910)	(24,542)
Total Cost	(29,105)	(10,364)	(13,829)	(13,704)	(3,150)	(48,485)	(13,303)	(32,228)	(22,535)	(186,702)
EBITDA	1,094	(243)	(1,158)	(2,617)	599	161	(1,880)	(4,920)	2,818	(6,146)
EBITDA %	3.62%	(2.41%)	(9.14%)	(23.60%)	15.98%	0.33%	(16.46%)	(18.02%)	11.12%	(3.40%)
Finance Costs	(1,103)	(395)	(396)	(556)	(130)	(2,180)	(430)	(1,205)	(230)	(6,625)
Profit/ Loss	(9)	(638)	(1,554)	(3,172)	469	(2,019)	(2,310)	(6,125)	2,588	(12,771)
Profitability %	(0.03%)	(6.31%)	(12.26%)	(28.61%)	12.50%	(4.15%)	(20.22%)	(22.43%)	10.21%	(7.07%)
Donated Assets Adjustment										(106)
Provider Sustainability Funding										1,033
Reserves/ Phased spend Adjustment										760
Flex to Freeze Adjustment										653
Trust Surplus/(Deficit) as per Board Paper										(10,325)
NOTE	CNST costs are now shown in Indirect Costs previously shown in Overheads in line with national costing standards									

The SLR position is produced on a quarterly basis.

Key Messages

- To date at month 6 the overall profitability for the Trust was (7.07%).
- The service line reporting position is reported in care group boards each month and is used to explore opportunities to reduce costs in conjunction with the model hospital and GIRFT.

SLR – Bubble Chart



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

The Shrewsbury and Telford Hospital NHS Trust

PERFORMANCE COMMITTEE – 29TH JANUARY 2019
FINANCE REPORT – MONTH 9

1. Income & Expenditure position

The financial position of the Trust at the end of month 9 is presented in the table below:

	Annual		YTD		
	NHSI Plan	Flexed Plan	Flexed Plan	Actual	Variance
	£000s	£000s	£000s	£000s	£000s
Income	355,007	359,907	269,809	271,375	1,567
Pay	(246,151)	(251,314)	(188,418)	(190,231)	(1,813)
Non-Pay & Reserves	(112,580)	(113,343)	(84,848)	(87,145)	(2,297)
Total Expenditure	**(358,731)**	**(364,657)**	**(273,265)**	**(277,376)**	**(4,110)**
EBITDA	**(3,724)**	**(4,750)**	**(3,457)**	**(6,000)**	**(2,544)**
Finance Costs	(14,715)	(13,689)	(10,273)	(10,121)	152
Surplus/(deficit) against Control Total pre PSF and Phased Spend	**(18,439)**	**(18,439)**	**(13,730)**	**(16,121)**	**(2,392)**
Phased Spend	0	0	(1,134)	(1,134)	0
Medical Staffing Pay Award Allowance				159	159
Adjusted Surplus/(deficit) post Phased Spend	**(18,439)**	**(18,439)**	**(14,864)**	**(17,097)**	**(2,233)**
Provider Sustainability Funding (PSF)	*9,824*	*9,824*	*6,386*	*1,032*	*(5,354)*
Surplus/(deficit) against Control Total post Phased Spend and PSF	*(8,615)*	*(8,615)*	*(8,478)*	*(16,065)*	*(7,587)*

Key Messages
• *At the end of December, nine months into the 2018/19 financial year the Trust is reporting a year to date pre provider sustainability fund (PSF) deficit of £17.097m, £2.233m worse than plan.*

2. Income

2.1 Income – Performance to date

After 9 months of the 2018/19 financial year the Trust had planned to receive income amounting to £269.809m excluding provider transformation funding (PSF) and had generated income amounting to £271.375m, an over performance of £1.567m.

	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)	89,715	91,871	2,156	2.4%	11,639	12,248	609	329	280
Outpatient Appts (Attendances)	319,568	317,892	(1,676)	(0.5%)	36,600	36,389	(211)	(199)	(12)
Elective Day Cases	36,949	36,672	(277)	(0.8%)	23,636	23,085	(551)	245	(797)
Elective Inpatient (Spells)	4,443	4,143	(300)	(6.8%)	14,083	13,365	(718)	156	(875)
Non Elective (Spells)	38,517	41,774	3,257	8.5%	78,745	82,237	3,492	(940)	4,432
Non Elective Other	5,027	4,826	(201)	(4.0%)	10,346	10,393	47	394	(347)
Emergency Threshold					(3,420)	(4,089)	(669)	(669)	
Others (Inc Reserves)					98,179	97,747	(433)	(433)	
Total	**494,219**	**497,178**	**2,959**	**0.6%**	**269,809**	**271,375**	**1,565**	**(1,116)**	**2,682**
Provider Sustainability Funding (PSF)					6,386	1,032	(5,354)	(5,354)	
Total after PSF	**494,219**	**497,178**	**2,959**	**0.6%**	**276,195**	**272,407**	**(3,789)**	**(6,470)**	**2,682**

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

i) Accident and Emergency attendances are above planned levels by 2.4%.

ii) Outpatient attendances are showing an underperformance to date of 0.5%, 1,676 attendances. This exists across gynaecology, neurology and accident and emergency.

iii) Elective Daycase activity is under plan by 277 spells (0.8%), 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 have also been a number of cancellations within the month of December.

iv) Elective Inpatient spells are under delivering against plan by 300 spells (6.8%), this is across gynaecology, ENT and obstetrics and is also a knock on effect of theatre capacity aforementioned. Again, there have also been a number of cancellations within the month of December.

v) Non Elective activity is 3,257 spells higher than the planned levels (8.5%), of which 3.4% (1,302 spells) is due to the introduction of a clinical decisions unit (CDU) at the PRH site.

vi) Others is underperforming by £0.433m year to date associated with private patient activity, rehab, critical care, antenatal and postnatal bookings (maternity pathway) and best practice tariff top ups. However, this now includes MRET reinvestment negotiated with the CCGs as part of a year end deal.

Key Messages
• *As at the end of December the Trust is reporting an over performance of £1.567m pre PSF.* • *An overperformance exists within A&E and Non Electives, conversely an underperformance is present within Outpatients, Daycase, Elective Inpatients and Other Clinical and Non Clinical activity.*

3. Expenditure

	YTD		
	Flexed Plan	Actual	Variance
	£000s	£000s	£000s
Pay	(188,418)	(190,231)	(1,813)
Non-Pay & Reserves	(84,848)	(87,145)	(2,297)
Total Expenditure	**(273,265)**	**(277,376)**	**(4,110)**

To date the pay spend has amounted to £190.231m against a plan of £188.418m resulting in an overspend of £1.813m, whilst non pay spend amounted to £87.145m against a plan of £84.848m resulting in an overspend of £2.297m, a total of £4.110m overspend on expenditure.

This is mainly driven by the following factors:

- Pay:
    - Under delivery of waste reduction schemes; Unavailability and Womens & Children's cost reduction
    - Scheduled care - increased costs associated with DSU and SAU clinic, waiting list payments particularly within Urology and Gastroenterology, agency ward cover (ward 11) and nursing unavailability
    - Unscheduled care - due to an increase in ED staffing and increased fill rates
- Non Pay:
    - Scheduled care - increased costs within blood products
    - Support services - increase in pathology contracts offset partially by income

3.1 Agency spend

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 and the NHSI plan.

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	7,919	12,982	12,087	(4,168)	895	1,236	1,660	(424)

As you can see, total agency spend year to date amounted to £12.087m, £4.168m above the agency ceiling set by NHSI.

Key Messages
• *Pay spend has amounted to £190.231m against a plan of £188.418m resulting in an overspend of £1.813m driven most notably by an increase in ED staffing, an under delivery on waste reduction schemes and increased costs associated with DSU and waiting list initiative payments.* • *Non pay spend amounted to £87.145m against a plan of £84.848m resulting in an overspend of £2.297m, this is mainly driven by an increase in blood products and pathology contracts offset partially by income.* • *Agency spend continues to underspend against the NHSI plan however, is over the Trusts agency ceiling target.*

4. <u>Forecast Outturn</u>

The Trust has assessed its outturn under three scenarios; best, worst and most likely, these are detailed below against the Trusts pre PSF control total after CCG deals and the impact of keeping ED open at PRH.

You will note that the MRET/Readmission monies has increased in the most likely scenario from £1.380m to £2.099m, this takes into account further negotiation with the two local CCGs who we now have a year end deal in place with.

Element	Flexed Annual Plan	Best	Worst	Most Likely	Variance to Most Likely
Income	359,641	359,193	359,193	359,193	(448)
MRET/Readmission monies		2,099	2,099	2,099	2,099
Contract challenges					0
Recover Fertility under performance		300		300	300
Urology income		200	200	200	200
Income after adjustments	**359,641**	**361,792**	**361,492**	**361,792**	**2,151**
Pay	(250,599)	(255,473)	(255,473)	(255,473)	(4,874)
Impact of weekly bank		400		400	400
Pay after adjustments	**(250,599)**	**(255,073)**	**(255,473)**	**(255,073)**	**(4,474)**
Non Pay	(112,650)	(116,402)	(116,402)	(116,402)	(3,752)
Non Pay after adjustments	**(112,650)**	**(116,402)**	**(116,402)**	**(116,402)**	**(3,752)**
Finance Costs	(14,831)	(13,364)	(13,364)	(13,364)	1,467
Finance Costs after adjustments	**(14,831)**	**(13,364)**	**(13,364)**	**(13,364)**	**1,467**
Forecast Outturn Pre PSF and Rectification	**(18,439)**	**(23,047)**	**(23,747)**	**(23,047)**	**(4,608)**
Control Total	**(18,439)**	**(18,439)**	**(18,439)**	**(18,439)**	**0**
Variance	**0**	**(4,608)**	**(5,308)**	**(4,608)**	
Further Potenital Rectification Opportunities		2,162		1,081	1,081
Forecast Outturn Pre PSF Post Rectification	**(18,439)**	**(20,885)**	**(23,747)**	**(21,966)**	**(3,527)**
Control Total	**(18,439)**	**(18,439)**	**(18,439)**	**(18,439)**	**0**
Variance	**0**	**(2,446)**	**(5,308)**	**(3,527)**	
PRH ED		*(2,016)*	*(2,016)*	*(2,016)*	*(5,543)*
Variance	*0*	*(4,462)*	*(7,324)*	*(5,543)*	

The revised forecast outturn deficit position against control total moves to £3.527m under the most likely position pre the impact of PRH ED. This moves the total deficit as a percentage of income to 6.1% against a plan of 5.1%. The decision to keep PRH ED open overnight results in a revised variance of £5.543m.

The table below details the forecast year to date month 9 position against the actual. The position is favourable year to date however, there is a £0.200m adverse variance in month, proving that the anticipated runrate is in line with expected in month spend.

Income/Pay/Non Pay	Month 9 YTD FOT £000s	Month 9 YTD Actual £000s	Month 9 YTD Variance £000s
Income	271,182	271,375	193
Pay	(190,462)	(190,231)	231
Non-Pay	(87,061)	(87,145)	(84)
Total Expenditure	**(277,523)**	**(277,376)**	**147**
EBITDA	**(6,341)**	**(6,001)**	**340**
Finance Costs	(10,030)	(10,121)	(92)
Surplus/(Deficit)	**(16,371)**	**(16,122)**	**249**

The table below details the forecast runrate to the end of the financial year in line with the Trusts most likely forecast outturn position, £5.543m away from its agreed control total.

	Actual									Forecast			
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
Income	28,322	29,877	30,597	30,650	30,006	29,192	31,724	32,022	28,985	30,526	29,129	30,762	361,792
Pay	(21,160)	(21,222)	(22,098)	(20,482)	(20,559)	(20,608)	(21,062)	(21,432)	(21,608)	(21,659)	(21,334)	(21,272)	(254,497)
Non-Pay	(9,261)	(9,597)	(9,311)	(9,779)	(9,894)	(9,235)	(10,355)	(9,952)	(9,761)	(9,662)	(9,675)	(9,921)	(116,402)
Total Expenditure	**(30,421)**	**(30,819)**	**(31,409)**	**(30,261)**	**(30,453)**	**(29,843)**	**(31,417)**	**(31,384)**	**(31,369)**	**(31,321)**	**(31,009)**	**(31,193)**	**(370,899)**
EBITDA	**(2,099)**	**(942)**	**(812)**	**389**	**(447)**	**(651)**	**307**	**638**	**(2,384)**	**(795)**	**(1,880)**	**(431)**	**(9,106)**
Finance Costs	(1,110)	(1,113)	(1,076)	(1,156)	(1,115)	(1,112)	(1,120)	(1,116)	(1,203)	(1,081)	(1,081)	(1,081)	(13,364)
Surplus/(Deficit)	**(3,209)**	**(2,055)**	**(1,888)**	**(767)**	**(1,562)**	**(1,763)**	**(813)**	**(478)**	**(3,587)**	**(1,876)**	**(2,961)**	**(1,512)**	**(22,470)**
Control Total pre PSF													**(18,439)**
Variance													**(4,031)**
PRH ED	0	0	0	0	0	0	0	0	0	(504)	(504)	(504)	(1,512)
Variance													**(5,543)**

Key Messages

- *The Trusts most likely forecast position is to overspend against the Trusts control total by £3.527m pre the impact of PRH ED, assuming that the Trust can realise benefits associated with rectification opportunities of £1.081m.*
- *The forecast deficit position pre the impact of PRH ED, as a percentage of income is 6.1% against a plan of 5.1%.*
- *The decision to keep PRH ED open overnight results in a revised forecast variance of £5.543m.*
- *The key drivers associated with the overspend against the Trusts control total are failure to deliver waste reduction and new spending commitments.*
- *When comparing the month 9 year to date actual position to that that was forecast there is favourable variance however, given the uncertainties around the winter period the Trust is not revising its year end expectation.*

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 9 (December 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	-4	-115	38	-77	69	5	-4	0
PC Ophthalmology move into Copthorne Building - Phase 3	1,196	66	964	1,030	166	0	1,196	0
PC In House costs of delivery of schemes	820	527	190	717	103	0	820	0
PC Replacement Linac (ref Lingen Davies Grant) Equipment	1,770	1,759	0	1,759	0	0	1,759	11
PC RSH MLU/PAU - P2 FCHS	500	428	0	428	72	0	500	0
PC Subway Duct - RSH (further phases following on from 2017/18 agreen	10	2	8	10	0	0	10	0
Total Delegated Contingency Funds	1,236	460	251	712	171	365	1,248	-12
Capitalisation of Expenditure	1,820	1,062	552	1,614	206	0	1,820	0
Corporate Contingency (In Year Allocations)	915	204	239	443	276	222	941	-26
Estates Risks Rated Priority 1	524	305	44	350	175	0	525	-1
Medical Equipment Replacement Priority 1	170	0	0	0	170	0	170	0
IT Replacement Priority 1	613	548	0	548	65	0	613	0
New In Year Capital Projects								
NIY - NHS WiFi in Secondary Care (PDC Allocation)	205	187	19	205	0	0	205	0
NIY - Additional Bed Capacity - 30 Bedded Ward (Ward 19)	3,192	2,710	438	3,148	44	0	3,192	0
Total Capital Schemes	12,967	8,143	2,743	10,887	1,518	591	12,995	-28
Overcommitted/Unallocated	0	0	0	0	0	0	0	0
Total	12,967	8,143	2,743	10,887	1,518	591	12,995	-28

At December, the Capital Resource Limit (CRL) for 2018/19 remains at £12.967m:

- £9.570m Internally Generated CRL
- £0.205m NHS WiFi in Secondary Care
- £3.192m Additional Bed Capacity – 30 Bedded Ward (Ward19)

Below shows the overall position at Month 9 *(ie end of December 2018)*:

Status	**£m**	**%**
Expensed	8.143	62.80
Ordered - not yet expensed	2.743	21.16
Committed – not yet ordered or expensed	1.518	11.70
Schemes yet to be identified (*decreased in respect of overspend of £28k)*	0.563	4.34

£0.222m remains within Corporate Contingency to be allocated in the remaining 3 months of the year.

To date, several capital schemes have been completed including the Fire Safety Works on the Ward Block and minor refurbishment works whilst wards were decanted; Replacement Linear Accelerator now in operational use; completion of upgrade to PRH Data Centre; Consultant Histology Accommodation at RSH;

Urgent Care Centre extension at PRH; RSH MLU. Works are progressing on the additional winter capacity scheme to create additional beds on former Ward 19, Copthorne Building, with revised completion date of 31 January 2019.

Key Messages
• *At December, the Capital Resource Limit (CRL) for 2018/19 remains at £12.967m* • *£0.222m remains within Corporate Contingency to be allocated in the remaining 3 months of the year.*

6. Trust cash position

The Shrewsbury and Telford Hospital NHS Trust

Cashflow - 2018/19

	Actual 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	5,290	7,769	3,634	1,736	1,649
I&E CASHFLOW					
Income I&E (inc Donated & PSF)	29,142	39,317	28,901	29,062	363,848
Pay I&E	(21,379)	(22,231)	(22,182)	(21,745)	(256,332)
Non Pay I&E	(9,071)	(11,614)	(8,551)	(11,705)	(116,078)
Finance Costs I&E	(63)	(53)	(134)	(1,746)	(3,735)
Capital Expenditure (inc Donated) re Depreciation	696	(2,065)	(3,301)	(2,230)	(10,653)
Total I&E Cashflow	(675)	3,353	(5,266)	(8,364)	(22,949)
EXTERNAL FUNDING					
Revolving Working Capital - I&E Deficit	1,669				8,615
Revolving Working Capital - Additional Support				5,543	5,543
Loan facility to cover non-receipt of PSF	853		5,408	2,531	8,792
PDC Allocation - NHS WiFi in Secondary Care (Expenditure)					(205)
PDC Allocation - NHS WiFi in Secondary Care (Income)					205
PDC Allocation - 30 Bedded Ward (Expenditure)	(1,915)	(482)	0	0	(3,192)
PDC Allocation - 30 Bedded Ward (Income)	2,892				3,192
Total External Funding Cashflow	3,499	(482)	5,408	8,074	22,950
Total Balance Sheet Changes	(344)	(7,006)	(2,041)	254	50
Total Cashflow	2,480	(4,135)	(1,899)	(35)	51
Balance C/fwd	7,769	3,634	1,736	1,700	1,700

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	Forecast October Month £000's	Forecast November Month £000's	Forecast December Month £000's
Balance B/fwd	1,700	5,380	3,550	1,914	1,795	1,723	1,701	3,607	3,405
I&E CASHFLOW									
Income I&E (inc Donated & PSF)	31,892	29,582	29,750	30,819	29,305	29,668	33,110	30,679	28,297
Pay I&E	(20,385)	(20,621)	(20,538)	(20,843)	(21,044)	(20,875)	(20,300)	(20,301)	(20,425)
Non Pay I&E	(8,997)	(9,406)	(9,233)	(9,332)	(9,584)	(9,736)	(9,941)	(9,617)	(9,422)
Finance Costs I&E	(39)	(39)	(39)	(39)	(39)	(1,615)	(39)	(39)	(39)
Capital Expenditure (inc Donated) re Depreciation	(494)	(494)	(724)	(724)	(924)	(924)	(924)	(924)	(1,124)
Total I&E Cashflow	1,976	(978)	(784)	(119)	(2,286)	(3,482)	1,906	(202)	(2,713)
EXTERNAL FUNDING									
Revolving Working Capital - I&E Deficit					2,214	3,459			1,009
Revolving Working Capital - Additional Support									
Loan facility to cover non-receipt of PSF									
PDC Allocation - NHS WiFi in Secondary Care (Expenditure)									
PDC Allocation - NHS WiFi in Secondary Care (Income)									
PDC Allocation - 30 Bedded Ward (Expenditure)									
PDC Allocation - 30 Bedded Ward (Income)									
Total External Funding Cashflow	0	0	0	0	2,214	3,459	0	0	1,009
Total Balance Sheet Changes	1,703	(852)	(852)	0	0	0	0	0	0
Total Cashflow	3,679	(1,829)	(1,636)	(119)	(72)	(23)	1,906	(202)	(1,704)
Balance C/fwd	5,380	3,550	1,914	1,795	1,723	1,701	3,607	3,405	1,701

The above cashflow is based on the most likely variance to the Trust's pre PSF control total of £5.543m. The above assumes that the Trust will receive cash support for the non-receipt of its total PSF i.e. shortfall of £8.792m. In addition, following discussions with NHSI and receipt of relevant documentation to facilitate draw down, the Trust will receive additional loan support of £5.543m to support the income and expenditure deficit over the agreed control total – it is forecast that this will be drawn in March 2019 in order to achieve the Trust's required minimum cash balance of £1.700m at the end of the financial year.

As at December, the Trust has received support of Department of Health and Social Care loan in order to underpin the Trust's agreed Control Total of deficit £8.615m. In addition, the Trust has received cash support of £0.853m in December in respect of non-receipt of PSF funding, with £5.408m funding to be received in February 2019 and the remaining £2.531m in March 2019 to give total support in lieu of PSF of £8.792m.

Key Messages

- *Trust will receive £5.408m loan in February in respect of non-receipt of PSF.*
- *It is forecast that the Trust will require the remaining £2.531m in respect of non-receipt of PSF and agreed additional cash support of £5.543m (in respect of forecast deficit over agreed control total) in March 2019.*
- *The minimum cash balance required of £1.700m will only be achieved if the outturn of £23.982m is realised.*

7. Receivables/Payables

7.1 Receivables

Accounts Receivable aged debt summary as at 31 December 2018:

	1-30 Days £000s	31-60 Days £000s	61+ Days £000s	Total £000s
NHS (English)	881	476	527	1,884
NHS (Non-English)	36	30	277	343
Private Patients	70	3	45	118
Other*	121	75	187	383
Total	**1,108**	**584**	**1,036**	**2,728**

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

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

	1-30 Days £000s	31-60 Days £000s	61+ Days £000s	Total £000s
NHS England Commissioning*	598	123	0	721
Shropshire Community Health Trust	53	247	77	377
RJAH	93	16	138	247
Powys LHB	23	29	154	206

*The NHS England Commissioning 1-30 days balance includes £0.484m of invoices raised in advance for Month 10 contract income to ensure payment is received during January 2019.

Meetings have been taking place to resolve the outstanding issues included in the 61+ days balance with RJAH. The delay in payment of the 61+ days balance with Powys LHB is due to the value exceeding £0.100m and requiring higher authorisation levels for payment.

There were no credit notes raised over £0.100m in December 2018.

7.2 Payables

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

	1-30 Days £000s	31-60 Days £000s	61+ Days £000s	Total £000s
NHS	170	34	907	1,111
Non- NHS	6,994	3,694	1,403	12,091
Total	**7,164**	**3,728**	**2,310**	**13,202**

Appendices

Pay Spend

	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	Oct-18	Nov-18	Dec-18
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Consultants	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	3,378	3,679	3,724	3,611
Medical Staffing	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	2,210	2,367	2,570	2,852
Nursing	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	8,259	8,180	8,351
Other Clinical	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	2,851	3,000	2,834
Non Clinical	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	4,013	3,958	4,014
Actual Pay Spend £	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	20,289	21,169	21,432	21,661
Consultants	246	247	250	249	252	254	251	253	253	252	251	251	250	250	251	252	249	253	251	253	252
Medical Staffing	340	356	357	361	365	336	340	353	345	341	344	350	349	361	361	356	381	382	379	389	394
Nursing	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	2,437	2,419	2,422
Other Clinical	793	805	807	811	809	818	825	830	826	816	824	819	826	845	847	850	853	847	844	846	857
Non Clinical	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	1,565	1,574	1,581
Actual Pay wte	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	5,477	5,480	5,505

Agency Usage

	Average Apr-Jun 2016	Average Jul-Sep 2016	Average Oct-Dec 2016	Average Jan-Mar 2017	Average Apr-Jun 2017	Average Jul-Sep 2017	Oct 2017	Nov 2017	Dec 2017	Jan 2018	Feb 2018	Mar 2018	Apr 2018	May 2018	Jun 2018	Jul 2018	Aug 2018	Sep 2018	Oct 2018	Nov 2018	Dec 2018
	£000's	£000's	£000's	£000's	£000's	£000's	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Consultants	212	286	256	255	291	322	297	274	244	245	195	309	228	288	294	348	228	249	184	213	236
Medical Staff	282	307	309	265	236	277	460	493	503	479	413	463	272	410	310	367	278	212	255	248	543
Nursing	508	516	567	910	894	988	771	720	772	774	821	909	683	770	780	794	659	671	744	710	837
Other Clinical	61	51	32	41	27	40	46	39	42	25	26	42	29	44	25	25	12	4	31	60	39
Non clinical	43	52	17	1	4	21	20	2	0	3	3	0	-1	2	0	0	0	0	0	2	5
Total Agency Staff	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	1,214	1,233	1,660

	Average Apr-Jun 2016	Average Jul-Sep 2016	Average Oct-Dec 2016	Average Jan-Mar 2017	Average Apr-Jun 2017	Average Jul-Sep 2017	Oct 2017	Nov 2017	Dec 2017	Jan 2018	Feb 2018	Mar 2018	Apr 2018	May 2018	Jun 2018	Jul 2018	Aug 2018	Sep 2018	Oct 2018	Nov 2018	Dec 2018
	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE
Consultants	11	14	14	13	14	15	13	15	13	12	10	12	10	12	13	14	13	13	10	12	14
Medical Staff	28	33	28	26	25	24	30	40	41	37	37	37	27	35	34	36	28	24	23	23	28
Nursing	86	92	99	140	135	142	128	129	134	145	162	162	116	121	129	134	114	113	124	125	135
Other Clinical	10	9	7	8	8	6	8	7	6	5	4	8	6	7	6	5	5	3	6	9	8
Non Clinical	11	13	6	2	1	1	0	2	1	0	0	0	0	0	0	0	0	0	0	0	1
Total Agency Staff	146	161	155	155	184	189	179	192	194	198	213	219	160	175	183	189	160	154	163	169	185

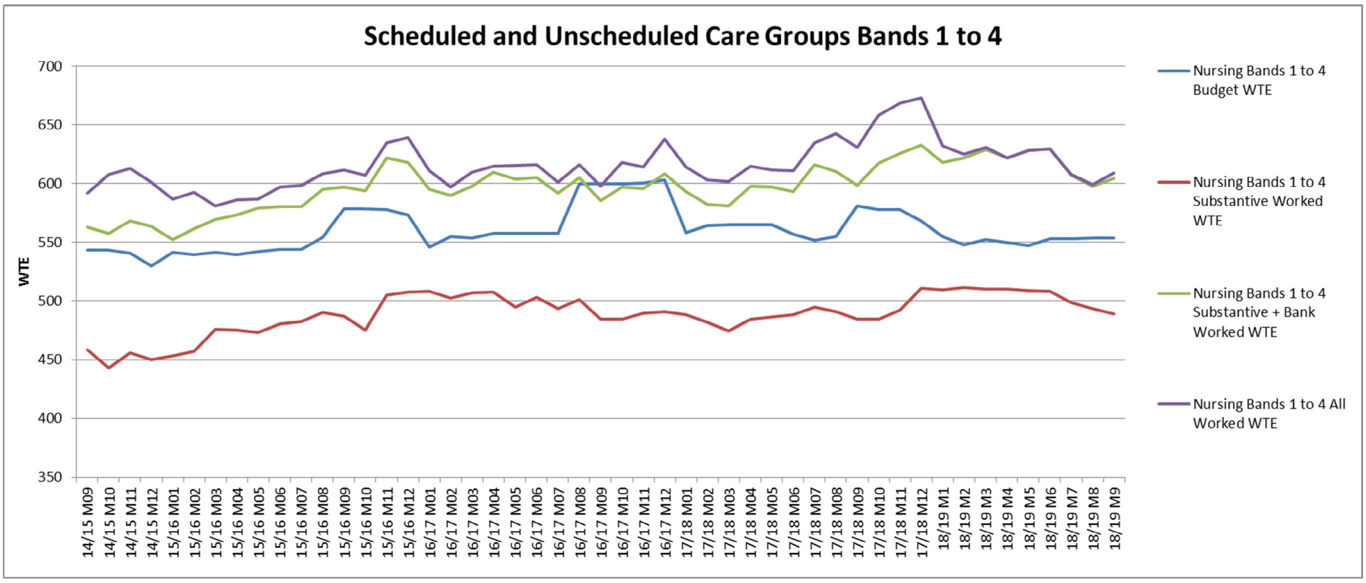
Bank Usage

	Average Apr-Jun 2016	Average Jul-Sep 2016	Average Oct-Dec 2016	Average Jan-Mar 2017	Average Apr-Jun 2017	Average Jul-Sep 2017	Oct 2017	Nov 2017	Dec 2017	Jan 2018	Feb 2019	Mar 2018	Apr 2018	May 2018	Jun 2018	Jul 2018	Aug 2018	Sep 2018	Oct 2018	Nov 2018	Dec 2018
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Nursing	524	557	581	584	649	637	594	683	702	592	778	638	890	719	725	597	673	697	703	721	793
Other Clinical	45	45	30	29	28	35	37	30	34	28	27	29	38	24	29	42	45	51	37	36	41
Non Clinical	154	154	140	119	108	122	110	108	110	89	112	108	169	133	126	155	201	141	115	113	126
Total Bank Staff	723	756	751	732	786	794	741	821	846	709	917	776	1,098	876	880	793	920	889	856	869	960

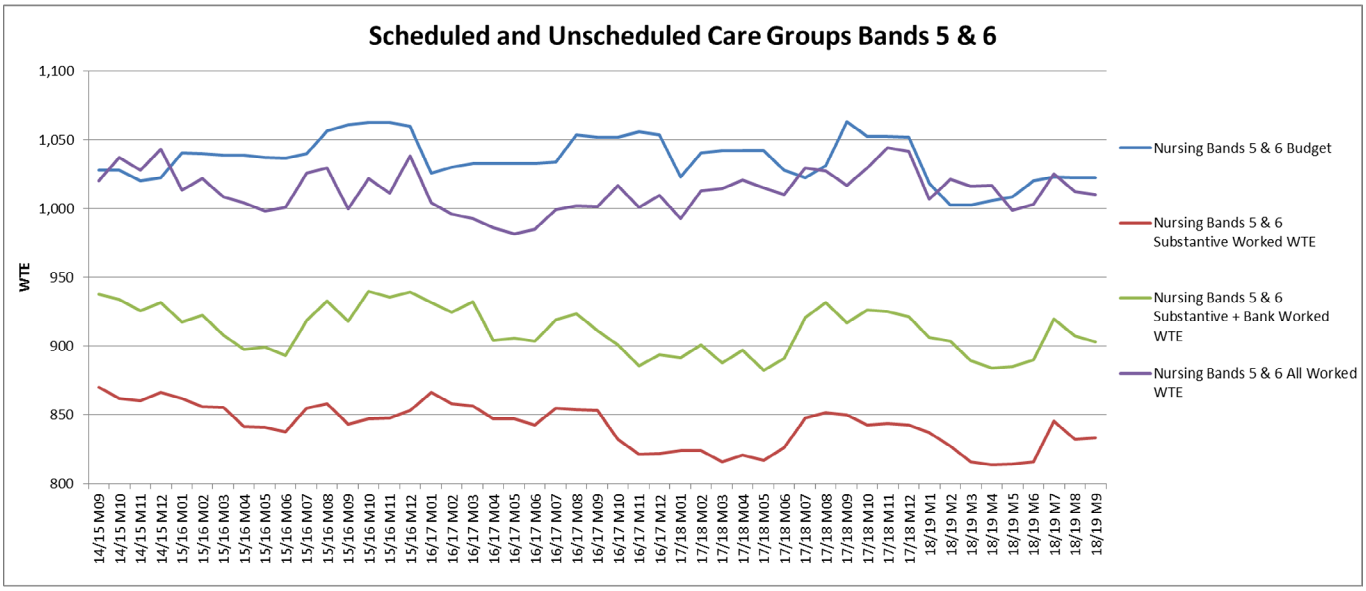
	Average Apr-Jun 2016	Average Jul-Sep 2016	Average Oct-Dec 2016	Average Jan-Mar 2017	Average Apr-Jun 2017	Average Jul-Sep 2017	Oct 2017	Nov 2017	Dec 2017	Jan 2018	Feb 2019	Mar 2018	Apr 2018	May 2018	Jun 2018	Jul 2018	Aug 2018	Sep 2018	Oct 2018	Nov 2018	Dec 2018
	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE
Nursing	167	182	182	196	193	195	214	217	194	230	232	222	194	208	214	203	214	218	226	226	211
Other Clinical	10	12	11	10	12	15	12	11	10	10	12	12	11	10	11	17	16	16	13	12	13
Non Clinical	71	72	66	49	46	55	45	50	45	50	51	62	61	63	64	67	72	59	58	53	51
Total Bank Staff wte	248	265	259	256	252	265	271	278	250	290	294	296	265	281	288	287	302	293	297	292	276

Nursing spending - Scheduled and Unscheduled Care Groups

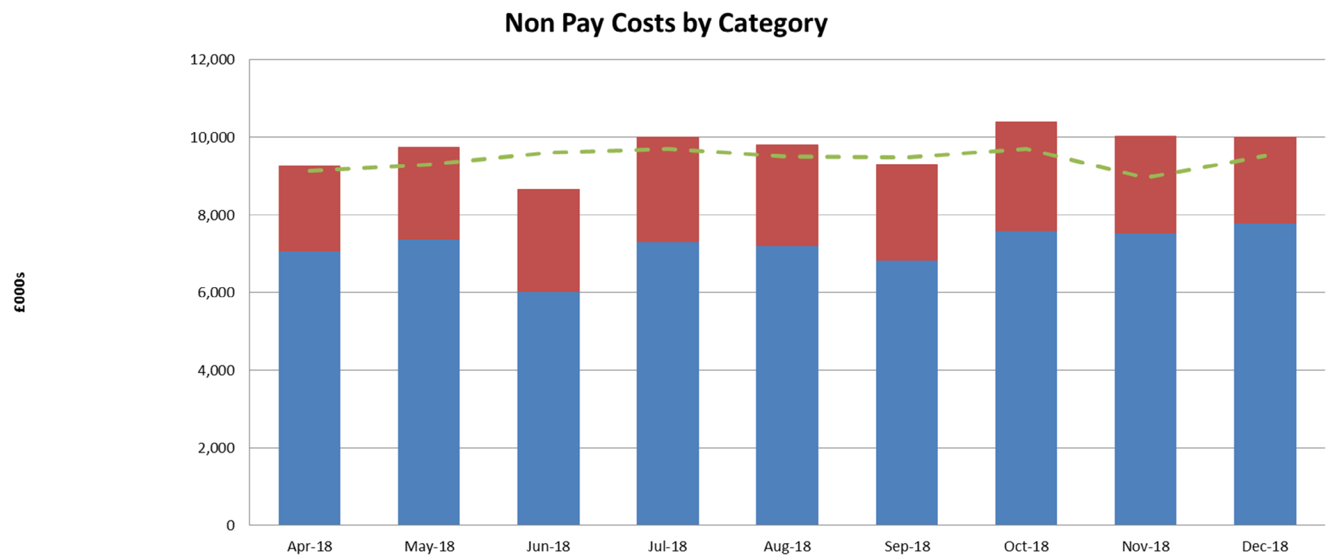
Unqualified



Qualified



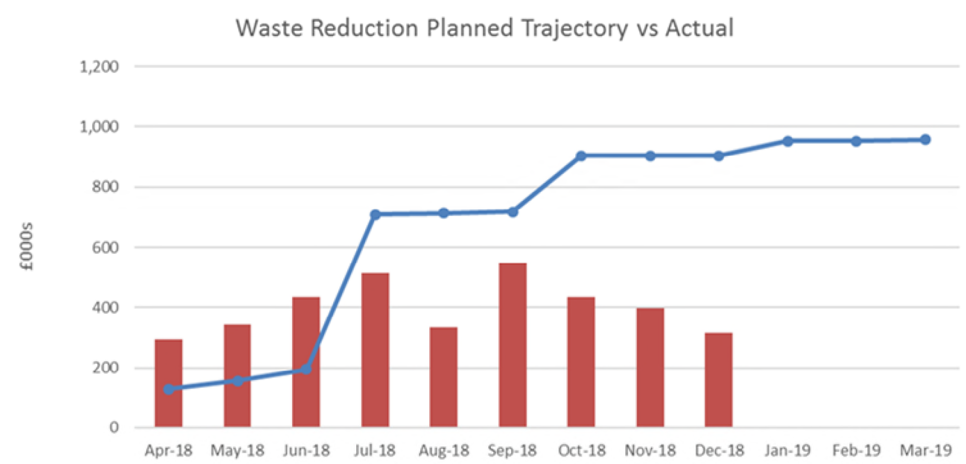
Non Pay Spend



	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
High Cost Drugs and Devices	2,202	2,365	2,643	2,679	2,589	2,475	2,822	2,472	2,196
Non Pay	7,058	7,362	6,016	7,317	7,207	6,830	7,582	7,537	7,792
Plan	9,130	9,295	9,588	9,705	9,503	9,474	9,692	8,953	9,508

Waste Reduction Programme

<u>Waste Reduction Trajectory v Actual and Forecast</u>



	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
Actual	294	343	436	514	335	549	436	397	314			
Plan (Red)	129	157	195	708	713	718	904	904	904	954	954	958

Against the year to date plan of £5.332m, £3.618m has been delivered, with an adverse variance of £1.714m. This most notably exists within the following schemes:

- Unavailability
- Women & Children's

Forecast Outturn

Waste Reduction Savings Programme 2018_19					
Scheme	Efficiency Programme Area	2018/19 Saving Plan	2018/19 Identified	2018/19 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)**	

Statement of Financial Position

	March 18 £000s	November 18 £000s	December 18 £000s	Variance to March 18 £000s	Variance to November 18 £000s
Property, Plant and Equipment	154,334	153,644	155,835	1,501	2,191
Intangible Assets	3,118	2,559	2,469	(649)	(90)
Trade and Other Receivables	1,370	1,087	1,173	(197)	86
Total Non Current Assets	**158,822**	**157,290**	**159,477**	**655**	**2,187**
Inventories	7,769	7,942	8,180	411	238
Trade and Other Receivables	18,610	18,554	17,818	(792)	(736)
Cash and Cash Equivalents	1,700	5,328	7,698	5,998	2,370
Total Current Assets	**28,079**	**31,824**	**33,696**	**5,617**	**1,872**
Trade and Other Payables	(28,183)	(35,174)	(38,420)	(10,237)	(3,246)
DOH loans	(15,200)	(15,200)	(15,402)	(202)	(202)
Provisions	(532)	(459)	(522)	10	(63)
Other liabilities - Deferred Income	(1,166)	(1,358)	(209)	957	1,149
Total Current Liabilities	**(45,081)**	**(52,191)**	**(54,553)**	**(9,472)**	**(2,362)**
Net Current Assets/Liabilities	**(17,002)**	**(20,367)**	**(20,857)**	**(3,855)**	**(490)**
Total Assets less Current Liabilities	**141,820**	**136,923**	**138,620**	**(3,200)**	**1,697**
DOH loans	(24,209)	(31,660)	(33,677)	(9,468)	(2,017)
Provisions	(159)	(143)	(125)	34	18
Total Assets Employed	**117,452**	**105,120**	**104,818**	**(12,634)**	**(302)**
Financed by:					
Public dividend capital	201,372	201,372	204,769	3,397	3,397
Income and expenditure reserve	(111,643)	(123,975)	(127,674)	(16,031)	(3,699)
Revaluation reserve	27,723	27,723	27,723	0	0
Total Taxpayers' Equity	**117,452**	**105,120**	**104,818**	**(12,634)**	**(302)**

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 9 (December 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	-4	-115	38	-77	69	5	-4	0
Pre-Committed Schemes								
PC Ophthalmology move into Copthorne Building - Phase 3	1,196	66	964	1,030	166	0	1,196	0
PC In House costs of delivery of schemes	820	527	190	717	103	0	820	0
PC Replacement Linac (ref Lingen Davies Grant) Equipment	1,770	1,759	0	1,759	0	0	1,759	11
PC RSH MLU/PAU - P2 FCHS	500	428	0	428	72	0	500	0
PC Subway Duct - RSH (further phases following on from 2017/18 agreer	10	2	8	10	0	0	10	0
Contingency Fund - Estates	350	154	76	230	132	0	363	-13
Contingency Fund - Medical Equipment	190	164	0	164	0	26	190	0
Contingency Fund - IT Equipment	250	45	0	45	0	205	250	0
Contingency Fund - Non-Patient Connected Equipment Replacement	50	11	0	11	39	0	50	0
Contingency Fund - VitalPac/PSAG	100	2	4	5	0	95	100	0
Contingency Fund - Support Services Care Group Equipment	157	0	156	156	0	0	156	1
Contingency Fund - Facilities Equipment	50	29	8	37	0	13	50	0
Contingency Fund - Patient Environment (inc Furniture)	89	57	6	63	0	26	89	0
Total Delegated Contingency Funds	1,236	460	251	712	171	365	1,248	-12
Capitalisation of Expenditure	1,820	1,062	552	1,614	206	0	1,820	0
Corporate Contingency (In Year Allocations)	915	204	239	443	276	222	941	-26
CC- 6 Facet Survey Update	20	20	0	20	0	0	20	0
CC- Clinic 6/Colposcopy Upgrade	21	29	2	31	0	0	31	-10
CC- Estates Strategy Refresh	20	19	0	19	0	0	19	1
CC- Consultant Histologist Accommodation - Phase 2	50	43	0	43	0	0	43	7
CC - PRH Clinic F Breast Imaging 18.19	160	2	76	78	82	0	160	0
CC - PRH Temperature Control for Pharmacy Supplies	70	2	0	2	68	0	70	0
CC - Video Conferencing at SBP	21	21	0	21	0	0	21	0
CC - Mattresses - replacement and store facility	61	61	0	61	0	0	61	0
CC - Treatment Room in Ward 17	50	0	74	74	0	0	74	-24
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	72	72	12	0	84	0
CC - SSD Independent Monitoring System Upgrade	14	0	14	14	0	0	14	0
CC - Endoscopy Suite Reconfiguration - Both Sites	10	8	0	8	2	0	10	0
CC- Provision only - Ophthalmology Microscope	100	0	0	0	100	0	100	0
Estates Risks Rated Priority 1	524	305	44	350	175	0	525	-1
Estates Risks Priority 1: Asbestos	145	48	0	48	97	0	145	0
Estates Risks Priority 1: Fire (Potential Enforcement Notice)	196	110	20	130	66	0	196	0
Estates Risks Priority 1: Ward refurbishment works whilst wards decan	104	93	12	105	0	0	105	-1
Estates Risks Rated Priority 1: Roadways/pathways/external lighting	79	54	13	67	12	0	79	0
Medical Equipment Replacement Priority 1	170	0	0	0	170	0	170	0
IT Replacement Priority 1	613	548	0	548	65	0	613	0
New In Year Capital Projects								
NIY - NHS WiFi in Secondary Care (PDC Allocation)	205	187	19	205	0	0	205	0
NIY - Additional Bed Capacity - 30 Bedded Ward (Ward 19)	3,192	2,710	438	3,148	44	0	3,192	0
Total Capital Schemes	12,967	8,143	2,743	10,887	1,518	591	12,995	-28
Overcommitted/Unallocated	0	0	0	0	0	0	0	0

Service Line Reporting Position 18/19 Month 6 YTD

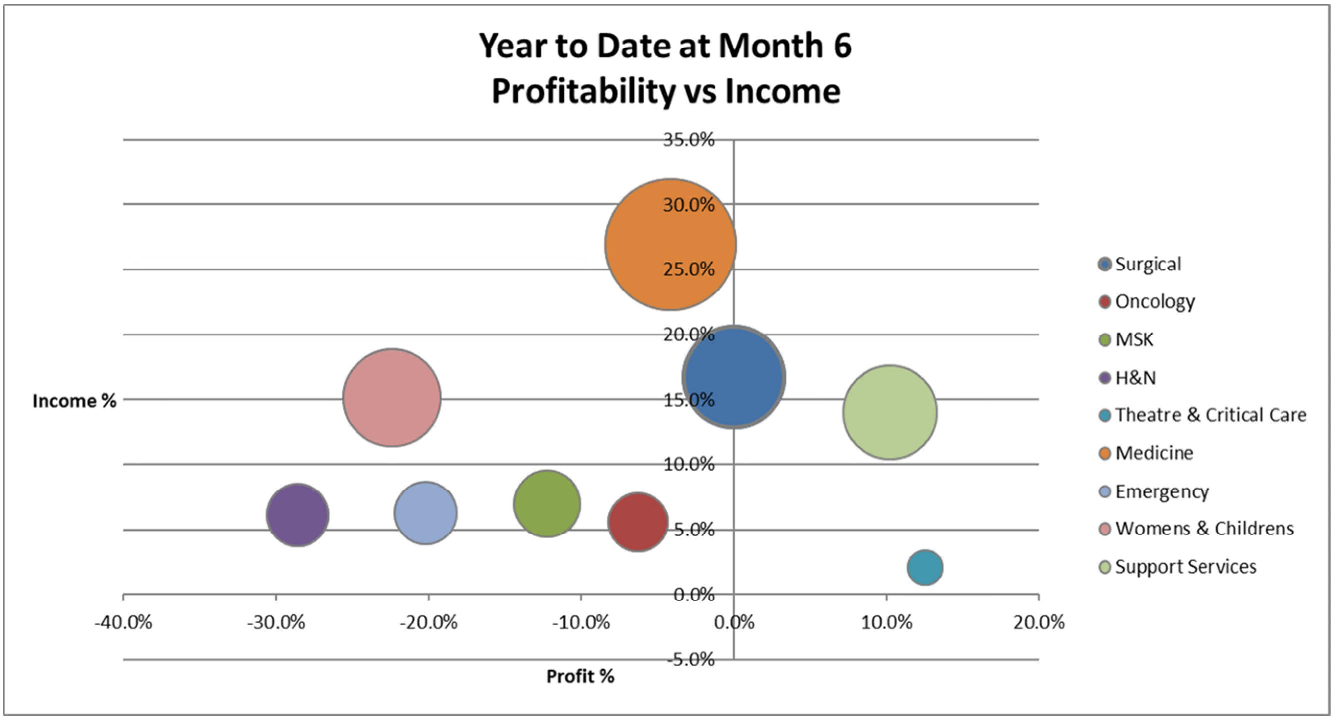
Centre Summary 18/19 M1-6 YTD

Metrics	Surgical	Oncology	MSK	H&N	Theatre & Critical Care	Medicine	Emergency	Womens & Childrens	Support Services	TOTAL
Income	30,199	10,120	12,671	11,087	3,749	48,646	11,423	27,308	25,353	180,556
Cost										
Direct										
Nursing	(4,740)	(1,721)	(2,108)	(629)	(1,644)	(15,451)	(3,413)	(9,913)	(243)	(39,862)
Consultants	(3,311)	(1,176)	(1,141)	(1,956)	(49)	(3,834)	(479)	(2,487)	(43)	(14,476)
Other Clinical	(2,642)	(1,496)	(1,859)	(2,724)	(53)	(5,492)	(3,009)	(3,918)	(369)	(21,561)
Non Clinical	(1,413)	(704)	(590)	(947)	(84)	(1,962)	(538)	(1,558)	(236)	(8,032)
Total Direct Pay Costs	(12,105)	(5,096)	(5,699)	(6,256)	(1,830)	(26,739)	(7,439)	(17,876)	(891)	(83,932)
Drugs	(590)	(1,083)	(142)	(132)	(122)	(2,040)	(307)	(416)	(13,727)	(18,559)
Supplies	(304)	(345)	(275)	(953)	(167)	(2,518)	(327)	(980)	(20)	(5,889)
Other Direct Costs	(723)	(259)	(169)	(465)	(44)	(1,360)	(593)	(792)	(83)	(4,488)
Total Direct Non Pay Costs	(1,617)	(1,687)	(587)	(1,550)	(333)	(5,917)	(1,227)	(2,189)	(13,830)	(28,937)
Direct Cost Total	(13,722)	(6,783)	(6,286)	(7,807)	(2,163)	(32,656)	(8,666)	(20,065)	(14,721)	(112,869)
Indirect										
Blood	(0)	(0)	(0)	(0)	(0)	(16)	(0)	(3)	(0)	(20)
Allied Healthcare Professionals	(463)	(315)	(133)	(394)	(1)	(1,303)	(84)	(111)	(1,256)	(4,059)
Radiology	(1,013)	(193)	(564)	(160)	(30)	(1,230)	(1,269)	(153)	(1,664)	(6,277)
Pathology	(758)	(548)	(162)	(168)	(53)	(1,783)	(368)	(605)	(2,716)	(7,162)
Theatre	(4,853)	(12)	(3,030)	(2,052)	(359)	(348)	(11)	(1,869)	(4)	(12,539)
Other Services	(2,221)	(56)	(91)	(496)	(21)	(741)	(49)	(313)	(70)	(4,058)
Prosthetics	(41)	(0)	(650)	(16)	(0)	(4)	(1)	(15)	(0)	(728)
Hotel Services	(814)	(325)	(327)	(318)	(82)	(1,885)	(506)	(760)	(172)	(5,189)
Pharmacy	(318)	(462)	(96)	(106)	(5)	(1,056)	(43)	(190)	(21)	(2,296)
CNST	(984)	(83)	(947)	(215)	0	(250)	(653)	(3,832)	0	(6,964)
Total Indirect Costs	(11,464)	(1,995)	(6,000)	(3,925)	(551)	(8,616)	(2,985)	(7,852)	(5,903)	(49,291)
Direct/ Indirect Total	(25,186)	(8,778)	(12,286)	(11,732)	(2,714)	(41,272)	(11,651)	(27,917)	(20,625)	(162,160)
Direct Contribution	5,013	1,342	385	(645)	1,035	7,373	(227)	(609)	4,729	18,396
Contribution %	16.60%	13.27%	3.04%	(5.82%)	27.60%	15.16%	(1.99%)	(2.23%)	18.65%	10.19%
Overheads										
Site Costs	(993)	(494)	(425)	(528)	(102)	(1,645)	(423)	(1,135)	(648)	(6,392)
Corporate Costs	(2,927)	(1,092)	(1,118)	(1,444)	(333)	(5,567)	(1,230)	(3,176)	(1,263)	(18,150)
Overhead Total	(3,919)	(1,586)	(1,543)	(1,972)	(436)	(7,213)	(1,653)	(4,311)	(1,910)	(24,542)
Total Cost	(29,105)	(10,364)	(13,829)	(13,704)	(3,150)	(48,485)	(13,303)	(32,228)	(22,535)	(186,702)
EBITDA	1,094	(243)	(1,158)	(2,617)	599	161	(1,880)	(4,920)	2,818	(6,146)
EBITDA %	3.62%	(2.41%)	(9.14%)	(23.60%)	15.98%	0.33%	(16.46%)	(18.02%)	11.12%	(3.40%)
Finance Costs	(1,103)	(395)	(396)	(556)	(130)	(2,180)	(430)	(1,205)	(230)	(6,625)
Profit/Loss	(9)	(638)	(1,554)	(3,172)	469	(2,019)	(2,310)	(6,125)	2,588	(12,771)
Profitability %	(0.03%)	(6.31%)	(12.26%)	(28.61%)	12.50%	(4.15%)	(20.22%)	(22.43%)	10.21%	(7.07%)
Donated Assets Adjustment										(106)
Provider Sustainability Funding										1,033
Reserves/ Phased spend Adjustment										760
Flex to Freeze Adjustment										653
Trust Surplus/(Deficit) as per Board Paper										**(10,325)**
NOTE	CNST costs are now shown in Indirect Costs previously shown in Overheads in line with national costing standards									

The SLR position is produced on a quarterly basis.

To date at month 6 the overall contribution for the Trust was 7.07%.

The service line reporting position is reported in care group boards each month and is used to explore opportunities to reduce costs in conjunction with the model hospital and GIRFT.


Year to Date at Month 6
Profitability vs Income
Income %
Profit %
35.0%
30.0%
25.0%
20.0%
15.0%
10.0%
5.0%
0.0%
-5.0%
-40.0%
-30.0%
-20.0%
-10.0%
0.0%
10.0%
20.0%
Surgical
Oncology
MSK
H&N
Theatre & Critical Care
Medicine
Emergency
Womens & Childrens
Support Services