

DATE OF MEETING	22 December 2015
REPORT FOR	Trust Board of Directors – Public
REPORT FROM	Wendy Booth, Director of Performance Assurance & Trust Secretary and Marcus Hassall, Director of Finance
CONTACT OFFICER	As above
SUBJECT	Trust Sustainability Plan
BACKGROUND DOCUMENT (IF ANY)	None
REPORT PREVIOUSLY CONSIDERED BY & DATE(S)	Resources Committee – 11 December 2015
EXECUTIVE COMMENT (INCLUDING KEY ISSUES OF NOTE OR, WHERE RELEVANT, CONCERN AND / OR NED CHALLENGE THAT THE BOARD NEED TO BE MADE AWARE OF)	The report provides the Sustainability Plan Reporting Dashboard and Tracker at M8
HAVE THE STAFF SIDE BEEN CONSULTED ON THE PROPOSALS?	N/A
HAVE THE RELEVANT SERVICE USERS/CARERS BEEN CONSULTED ON THE PROPOSALS?	N/A
ARE THERE ANY FINANCIAL CONSEQUENCES ARISING FROM THE RECOMMENDATIONS?	NO
IF YES, HAVE THESE BEEN AGREED WITH THE RELEVANT BUDGET HOLDER AND DIRECTOR OF FINANCE, AND HAVE ANY FUNDING ISSUES BEEN RESOLVED?	N/A
ARE THERE ANY LEGAL IMPLICATIONS ARISING FROM THIS PAPER THAT THE BOARD NEED TO BE MADE AWARE OF?	NO
WHERE RELEVANT, HAS PROPER CONSIDERATION BEEN GIVEN TO THE NHS CONSTITUTION IN ANY DECISIONS OR ACTIONS PROPOSED?	YES
WHERE RELEVANT, HAS PROPER CONSIDERATION BEEN GIVEN TO SUSTAINABILITY IMPLICATIONS (QUALITY & FINANCIAL) & CLIMATE CHANGE?	YES
THE PROPOSAL OR ARRANGEMENTS OUTLINED IN THIS PAPER SUPPORT THE ACHIEVEMENT OF THE TRUST OBJECTIVE(S) AND COMPLIANCE WITH THE REGULATORY STANDARDS LISTED	Ensures compliance with the requirements of good financial governance and Monitor Enforcement Undertakings
ACTION REQUIRED BY THE BOARD	The Board is asked to note the report & consider any additional actions required

Sustainability Programme 2015/16 Dashboard

Reporting Period: Month 8

Report Date: 16 December 2015


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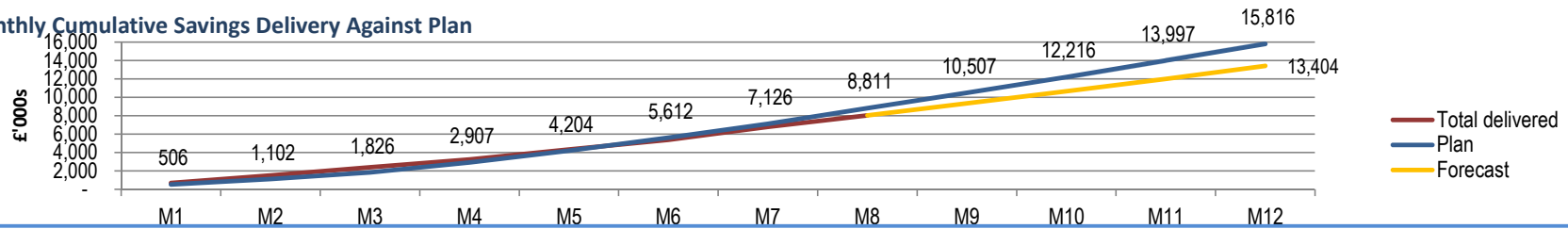
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1. All Workstreams - Finances

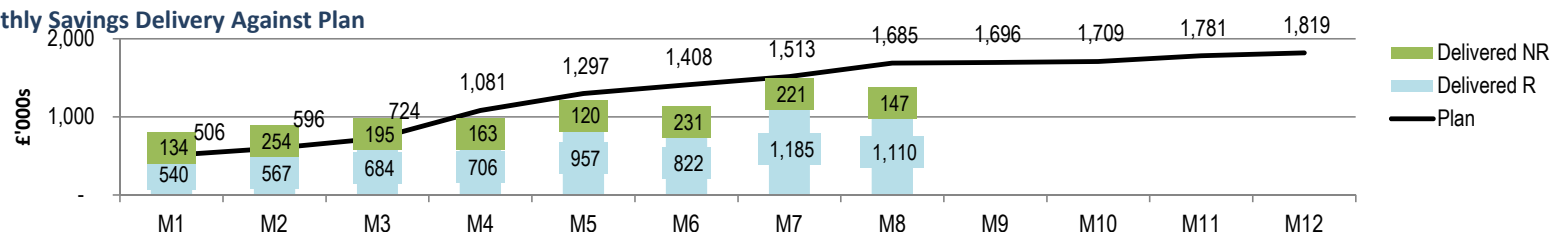
Workstreams	2015/16 Full Year Plan (£'000s)	YTD Plan (£'000s)	YTD Delivery (£'000s)	YTD Variance (£'000s)	Forecast Variance to Original Full Year Plan (£'000s)	Revised Delivery Projection (£'000)	Forecast Variance to Revised Plan (£'000)
Medical Staffing	3,800	1,985	2,000	15	(545)	3,342	(458)
Nurse Staffing Controls	3,450	2,002	617	(1,385)	(1,916)	2,205	(1,245)
Operations	1,300	599	775	176	(135)	1,200	(100)
Non Pay & Procurement	2,600	1,527	1,615	88	270	2,884	284
Estates & Facilities	1,067	654	602	(52)	(72)	370	(640)
Contract Framework	1,010	472	90	(382)	(840)	2,970	1,097
Central Corporate & Commercial	1,873	1,237	1,585	348	631	993	(74)
Contracting & Service Development	700	334	754	419	168	583	(117)
	15,800	8,811	8,038	-773	-2,439	14,547	-1,253

- Month 08 reported data shows the Sustainability Programme delivering £8.04m versus a YTD plan of £8.8m (91% achievement). The in month savings of £1.257m are broken down to £1.11m (88%) recurrent savings and £147k non-recurrent savings (12%).
- The month 08 delivery compares to a month 07 delivery £1.41m of which £1.19m (84%) was recurrent and £221k (16%) of non-recurrent delivery.
- The data predicts full year delivery of £13.404m (£2.439m deficit). It should be noted that the predicted overall savings has increased this month. This figure does not include the forecast delivery of recovery actions to be added.
- The Trust commissioned PWC to undertake a mid-year review. The key outcomes are the need for an increased number of dedicated project managers, the recruitment of an SPG Lead, the need to embed a culture of strong informatics and further training to support better understanding of robust programme management amongst the workstreams.

Monthly Cumulative Savings Delivery Against Plan



Monthly Savings Delivery Against Plan

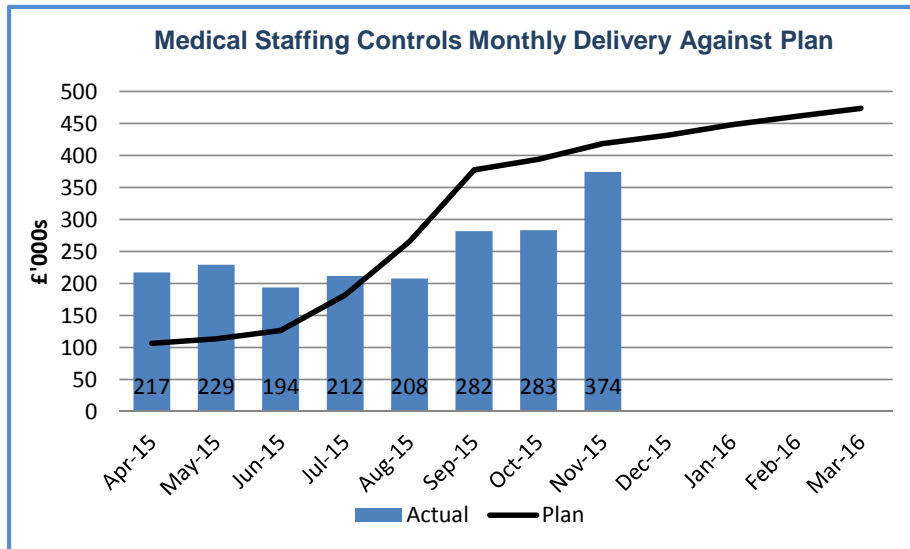


2. All Workstreams - SPG Delivery RAG Ratings

PROGRAMME	WORKSTREAM	DELIVERY RAG
MEDICAL STAFFING CONTROLS	Medical Staffing Policies	RED
	Job Planning	AMBER
	Capacity & Demand	RED
	Rota Coordination & Management	GREEN
	Redesign, Recruitment & Retention	RED
NURSE STAFFING CONTROLS	E-Roster Efficiency	GREEN
	Agency Spend Controls	RED
	Nurse Recruitment & Retention	AMBER
OPERATIONS	Outpatients Redesign	AMBER
	Theatres Redesign	AMBER
	Emergency Critical Care / Unplanned Care Redesign	AMBER
	Clinical Administration Review	GREEN
	AHP Reconfiguration - Community	GREEN
	AHP Reconfiguration - Radiographer (Diagnostic Redesign)	AMBER
	AHP Reconfiguration - Pathlinks	GREEN
	Operations Procurement	AMBER
NON-PAY & PROCUREMENT	Pathlinks Procurement	GREEN
	Drugs Saving	GREEN
	Travel expenditure	AMBER
CONTRACT FRAMEWORK	Incremental pay progression	GREEN
	TOPS Service Expansion	RED
CONTRACTING & SERVICE DEVELOPMENT	Private Patients	GREEN
	Overseas Visitors	GREEN
	Orthopaedic Repatriation	GREEN
	Ophthalmology Repatriation	GREEN
	Gynae Repatriation	GREEN
	Repatriation of services	GREEN
	Service development (HLHF)	AMBER
	Tele-medicine (Dermatology)	AMBER

PROGRAMME	WORKSTREAM	DELIVERY RAG
ESTATES & FACILITIES	Catering Price Review	RED
	Car Parking Income	GREEN
	Property Management	RED
	HSA Project	GREEN
	Management and Admin	GREEN
	Portering Project	AMBER
	Car Parking and Security Contract	AMBER
	Energy Partnership	GREEN
	Facilities Stock Project	GREEN
	Logistics and Transport Service Review	RED
	Northside Reconfiguration	RED
	Waste Contract Controls	GREEN
	SGH Park & Ride	RED
	Food Waste	GREEN
	WRVS Takeover	GREEN
CENTRAL, CORPORATE & COMMERCIAL	Discretionary Spend Controls	GREEN
	Capital Financing Costs	GREEN
	Legal Costs	GREEN
	Printing Costs	GREEN
	Mobile Phone Costs	GREEN
	Storage Costs	RED
	Postage	RED
	Corporate Cost Reduction	GREEN
	Residential Accommodation Business Development 1 - Riverside	GREEN
	Retail Catering Development	RED
	Reprographics Business Development	RED
	Advertising and Sponsorship Income	RED
	Donated Income Development	AMBER
	DPoW Land Sale Project	RED

2. Medical Staffing Controls

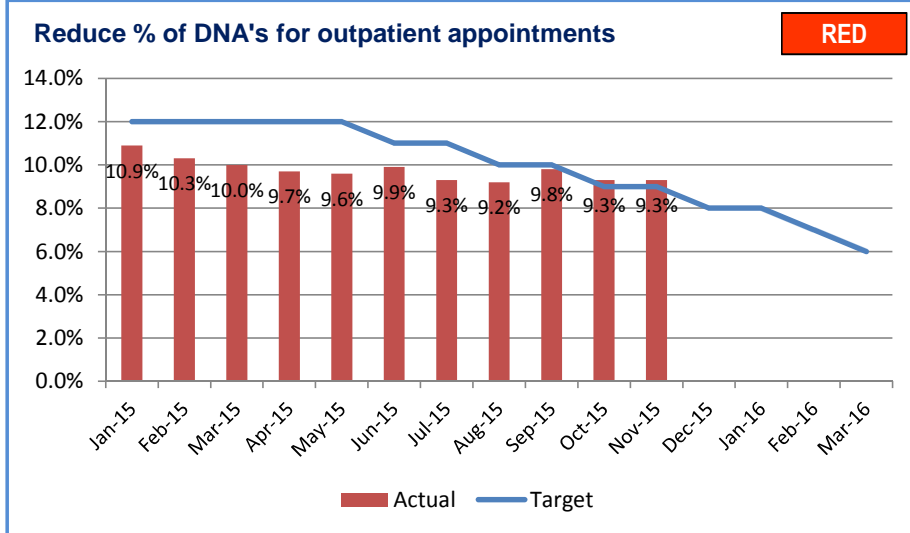


Commentary:

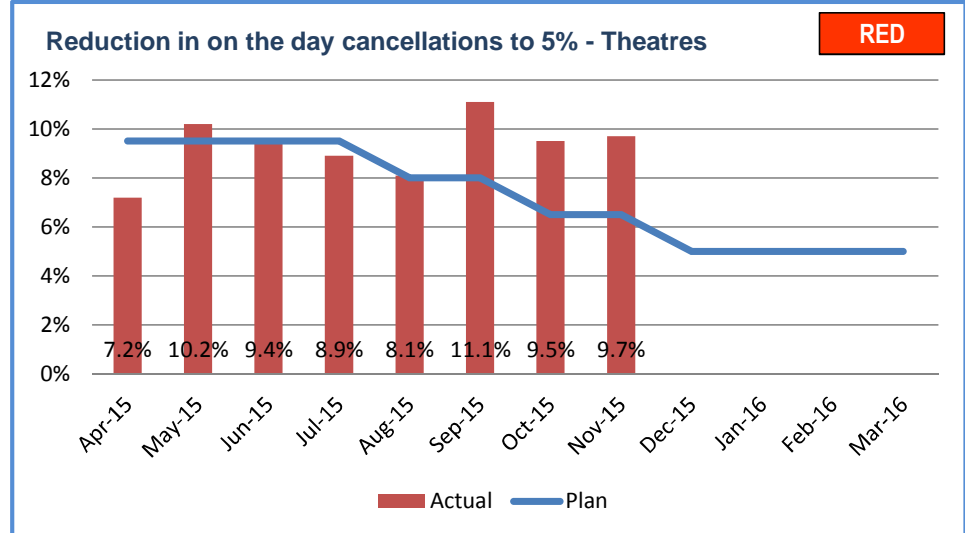
- The workstream is slightly ahead of plan in delivery of savings with positive variance of £14.8k.
- The in month savings have significantly increased from month 7 but are still behind the month 8 planned savings with a delivery of 89%.
- The full year forecast has increased from £3.17m to £3.25m.
- Job planning KPI's now reflect all specialties (previously ophthalmology only)
- Although rated amber the job planning work requires close tracking as failure to deliver will present significant risk to the overall programme.

Original Full Year Plan:	£ 3800k
Revised Projected Delivery	£ 3342k
YTD Plan:	£ 1985.3k
YTD Delivery:	£ 2000.1k
Forecast:	£ 3254.8k

Job Planning KPI

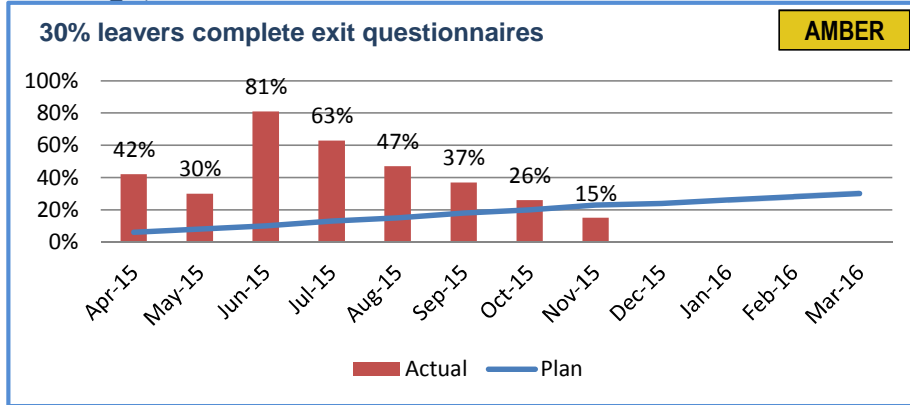


Job Planning KPI

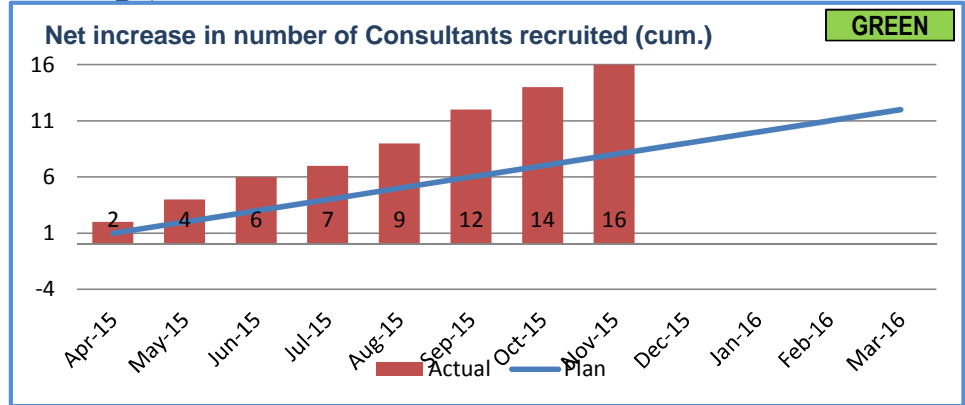


2. Medical Staffing Controls cont.

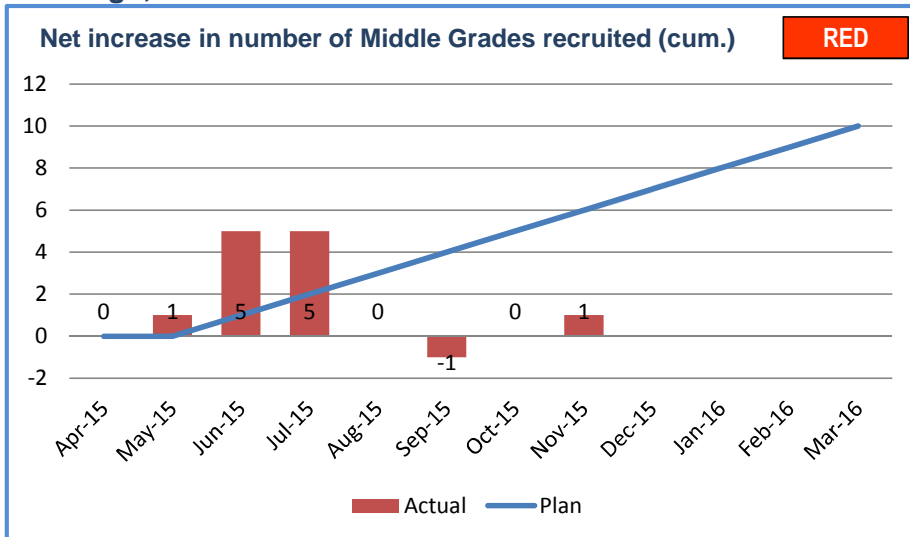
Redesign, Recruitment & Retention KPI



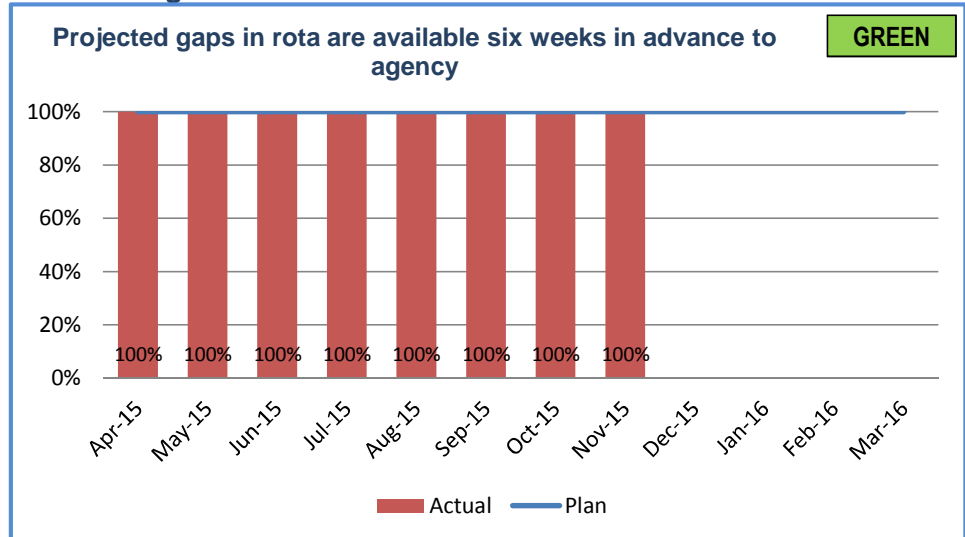
Redesign, Recruitment & Retention KPI



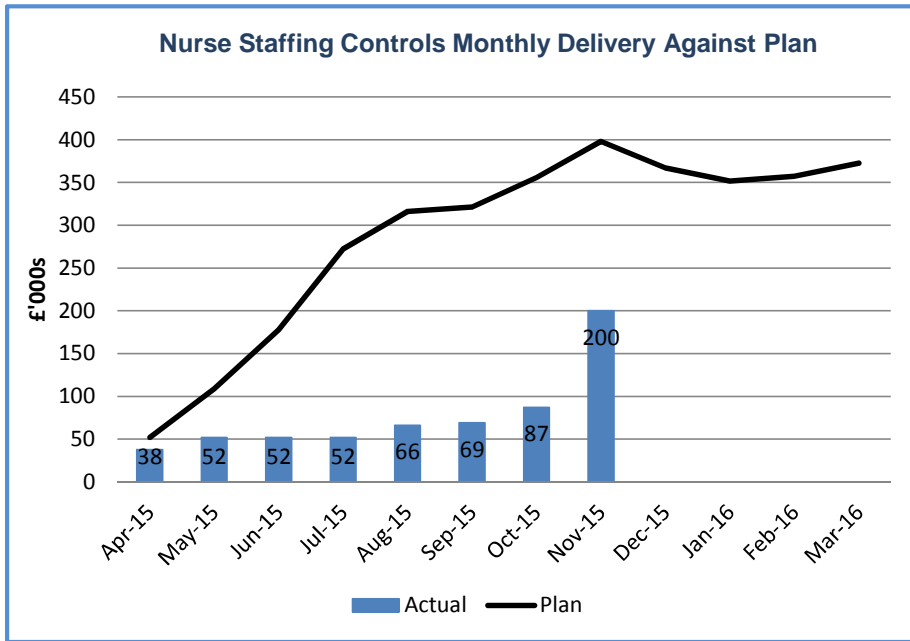
Redesign, Recruitment & Retention KPI



Rota Management KPI



3. Nurse Staffing Controls

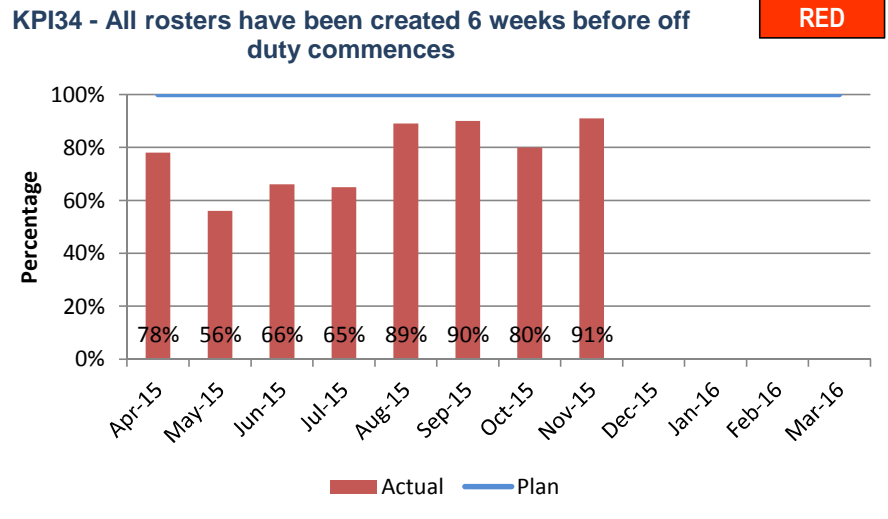


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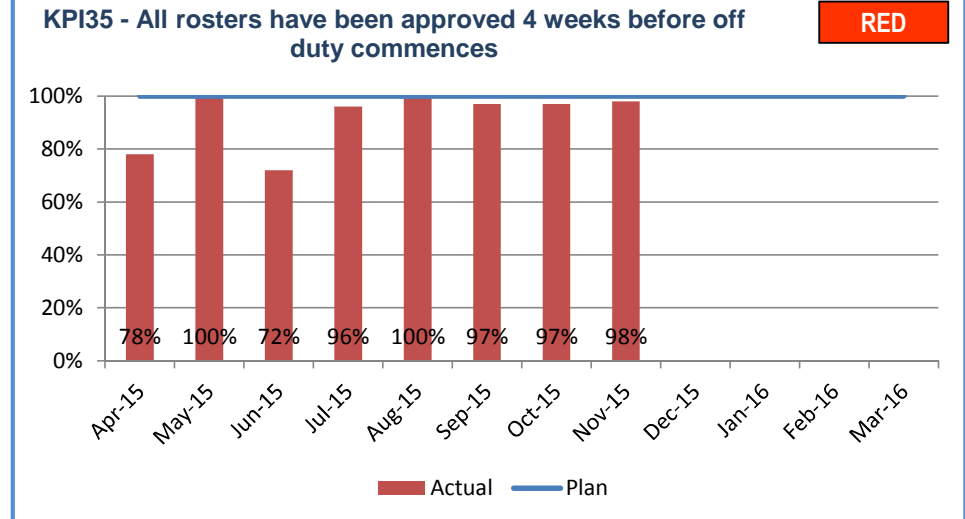
- At month 8 £200k in month delivery has been achieved, this is as a result of agency reductions however this continues to be significantly below the original plan.
- The current full year forecast is £1.92m behind plan. This forecast has deteriorated in month from £1.85m at month 7.
- Nursing vacancy rate has remained static in month - The worksteam needs to fully understand the reasons why staff are leaving and to plan and implement effectively to retain staff.
- The cumulative recruitment is ahead of target however proposed delays in recruitment activities may affect future performance in this KPI.
- There has been an increase in the percentage of bank shifts used compared with agency however this is below to target.

Full Year Plan:	£ 3450k
Revised Projected Delivery	£ 2205k
YTD Plan:	£ 2001.7k
YTD Delivery:	£ 616.7k
Forecast:	£ 1534.2k

Rostering Improvement KPI

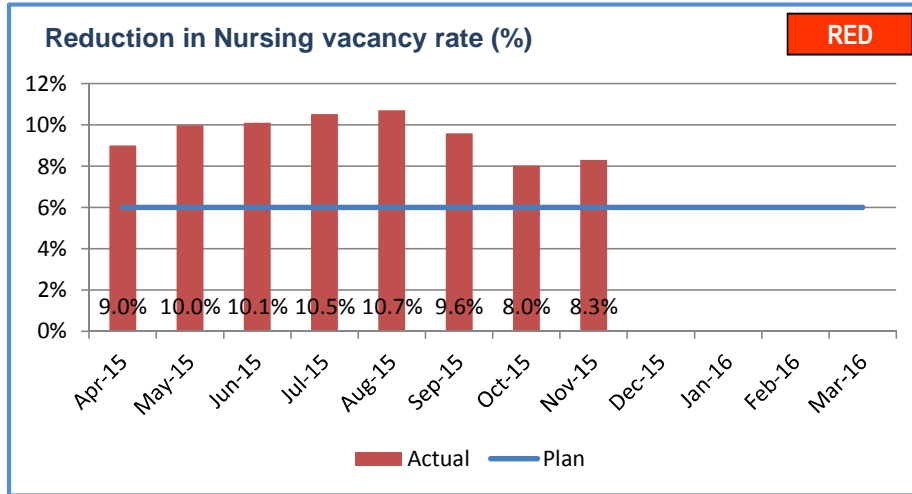


Rostering Improvement KPI

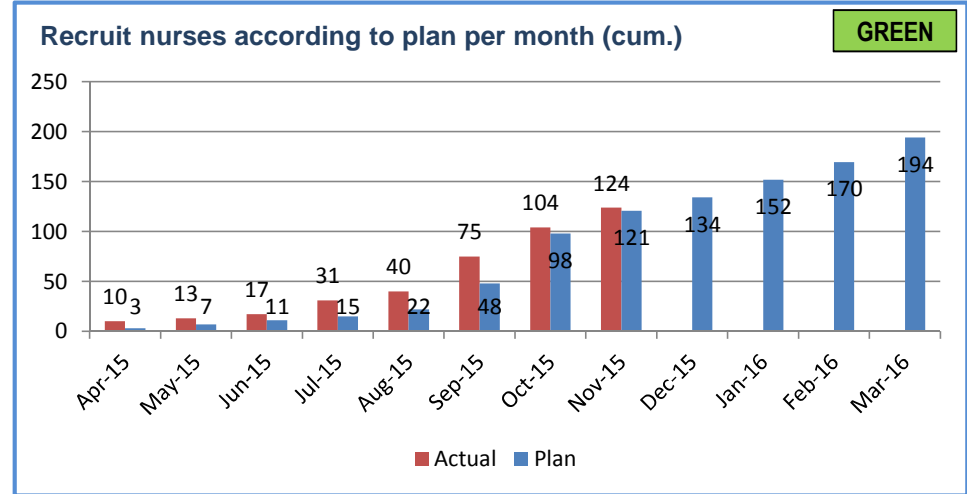


3. Nurse Staffing Controls cont.

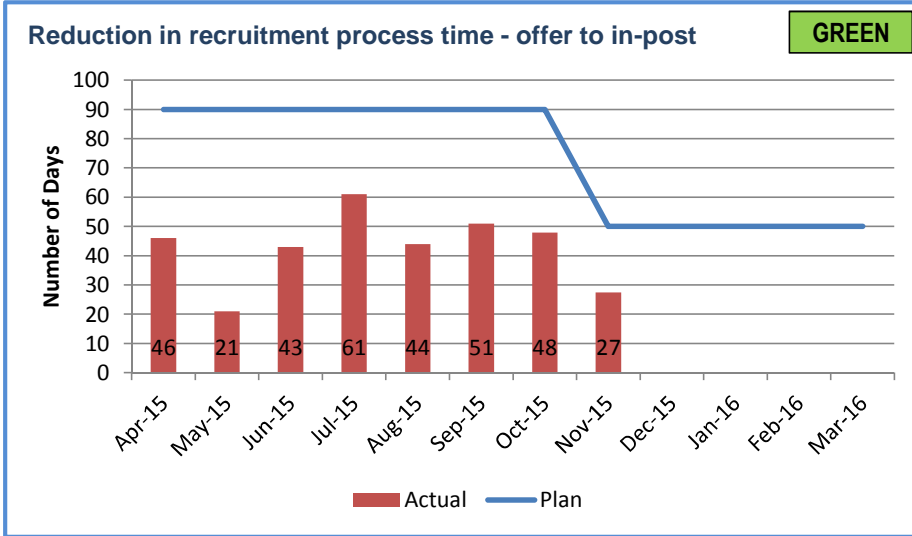
Retention & Recruitment KPI



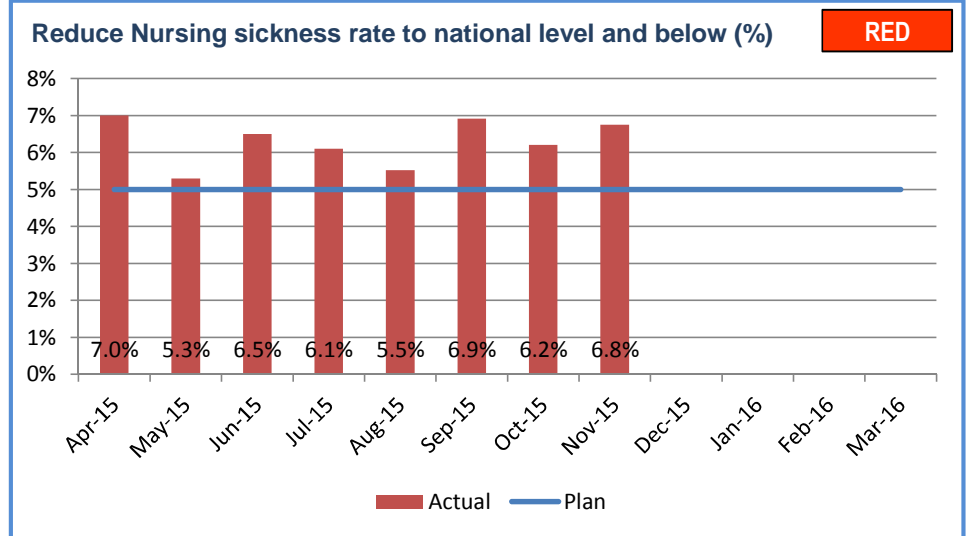
Retention & Recruitment KPI



Retention & Recruitment KPI



Retention & Recruitment KPI

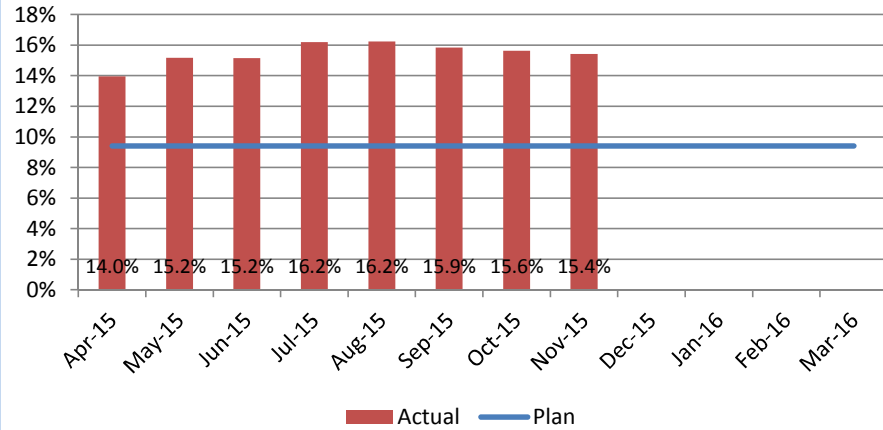


3. Nurse Staffing Controls cont.

Retention & Recruitment KPI

Reduce Nursing turnover rate (%)

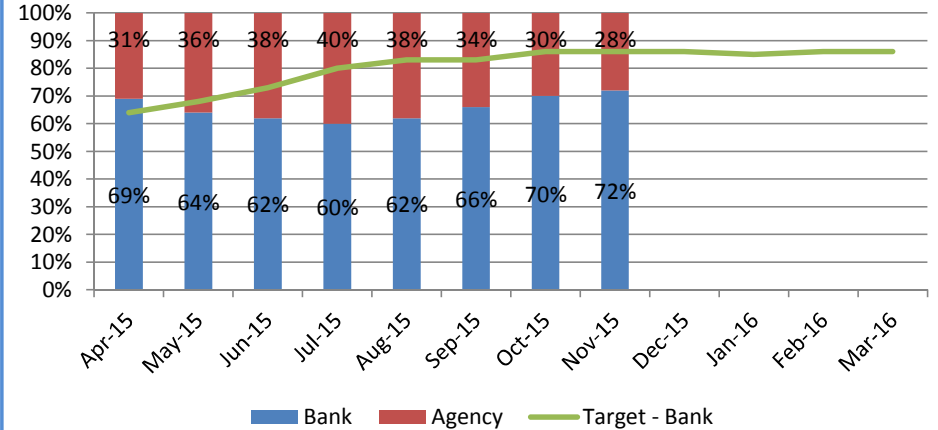
RED



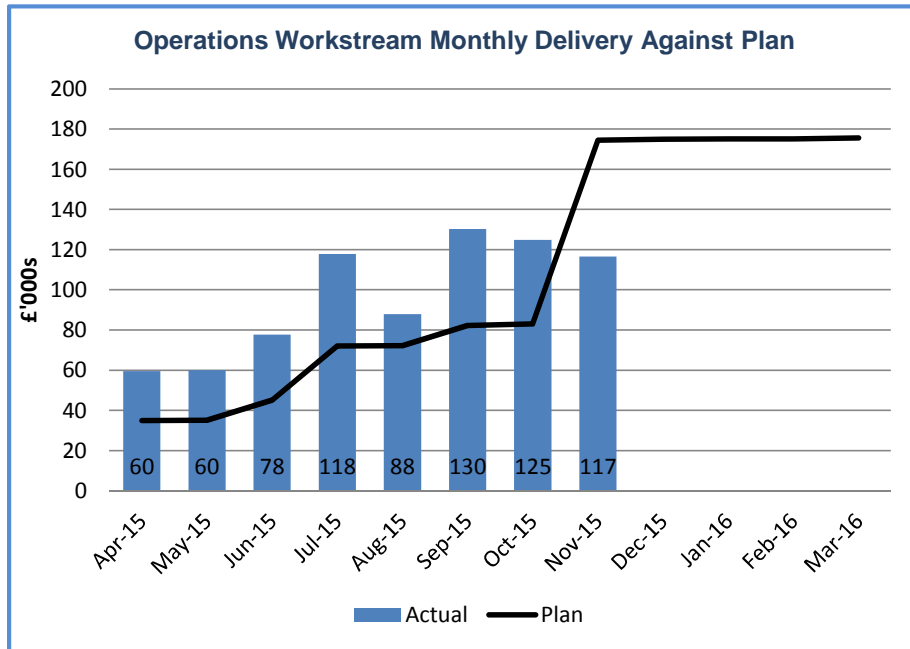
Agency Spend Controls KPI

Percentage of Bank hours used compared to Agency

RED



4. Operations

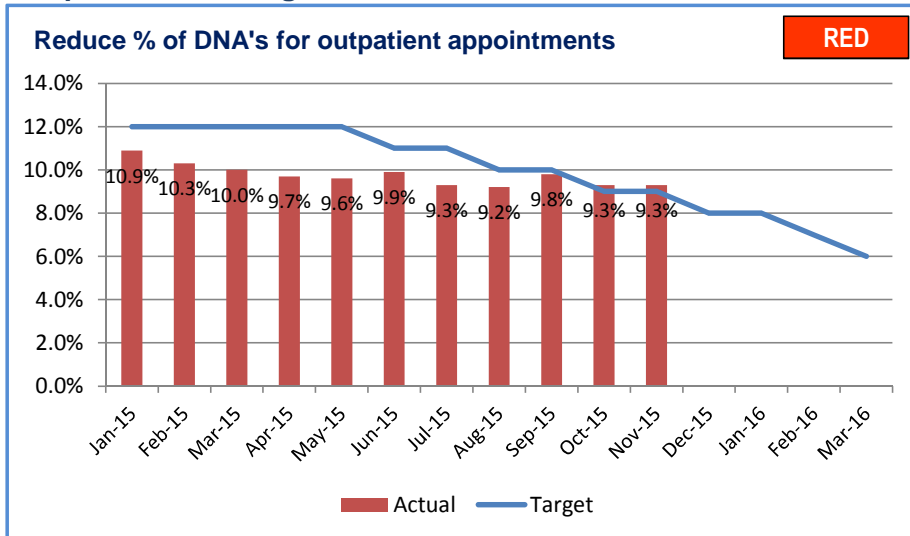


Commentary:

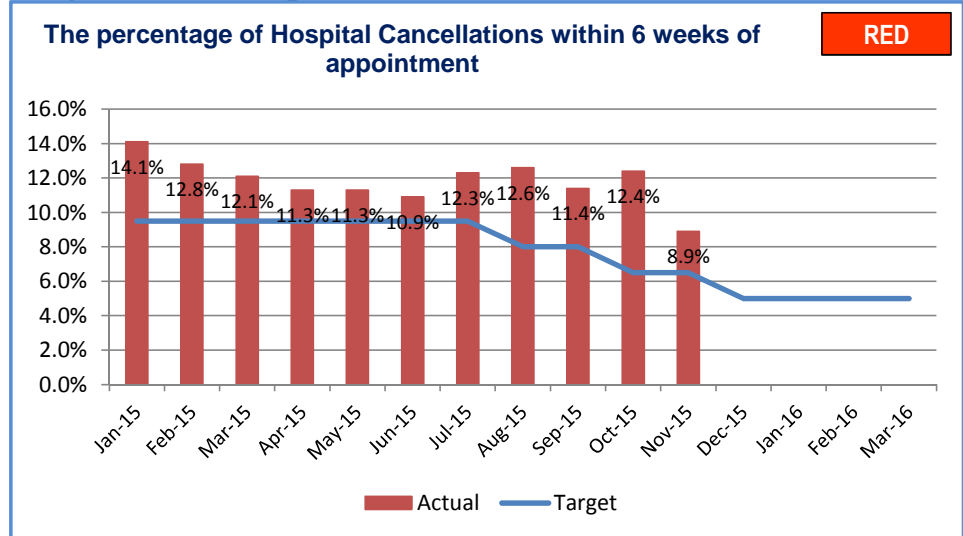
- Positive YTD variance of £175.5k.
- The over delivery against forecast is due to non-recurrent saving as a result of the clinical admin review, however in month savings of £117k are below the in month forecast for the first time.
- The KPI's for this workstream have failed to meet their target this month and this is due to the scope of the KPI now including all specialities.
- There has been a spike in the Theatre KPI "percentage of patients cancelled on the day of surgery due to clinical reasons", this has been caused by a 52% increase in month of patients with flu symptoms or other general illnesses.
- There has been further deterioration in the Theatres workstream, the negative YTD variance has increased for the third month, however it has been acknowledged that progress has been made in this project which will enable further savings to be made in 2016/17.

Full Year Plan:	£ 1889.1k
Revised Projected Delivery	£ 1200k
YTD Plan:	£ 599.1k
YTD Delivery:	£ 774.6k
Forecast:	£ 1165.3k

Outpatients Redesign KPI



Outpatients Redesign KPI

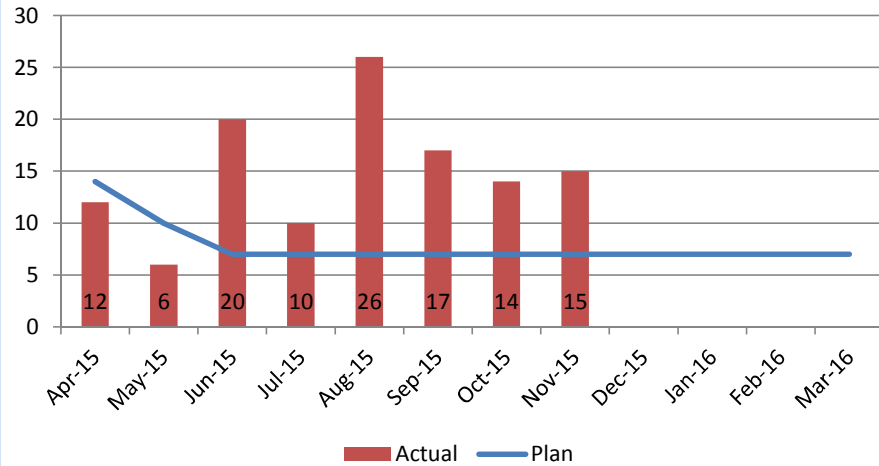


4. Operations cont.

Outpatients Redesign KPI

Reduce PALS from 14 per month to 7 that relate to appointment - Ophthalmology only. 33% Reduction

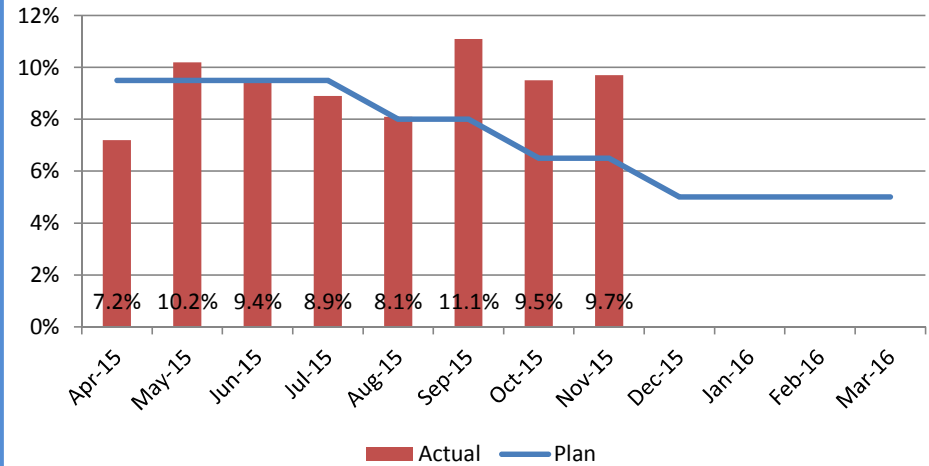
RED



Theatres Redesign KPI

Reduce percentage of patients cancelled on the day of surgery in total

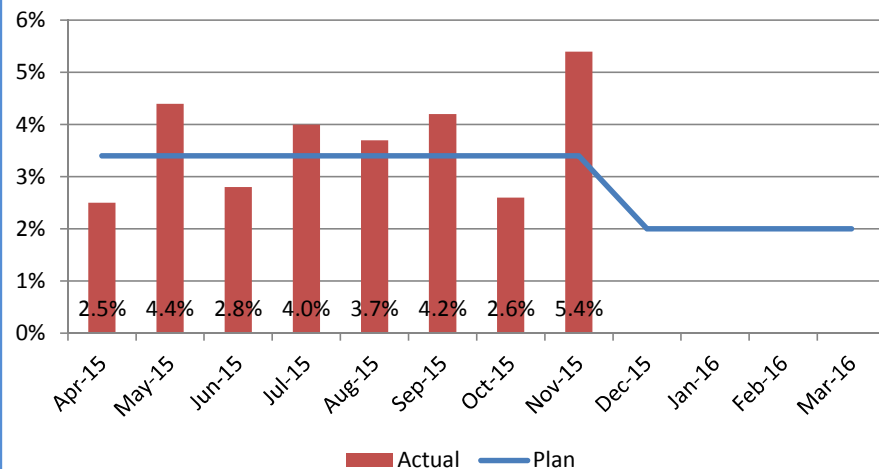
RED



Theatres Redesign KPI

Reduce percentage of patients cancelled on the day of surgery due to clinical reasons

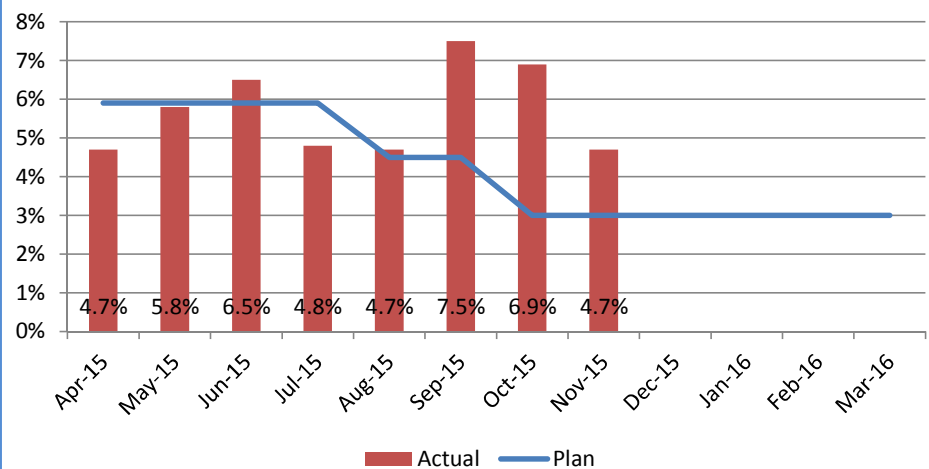
AMBER



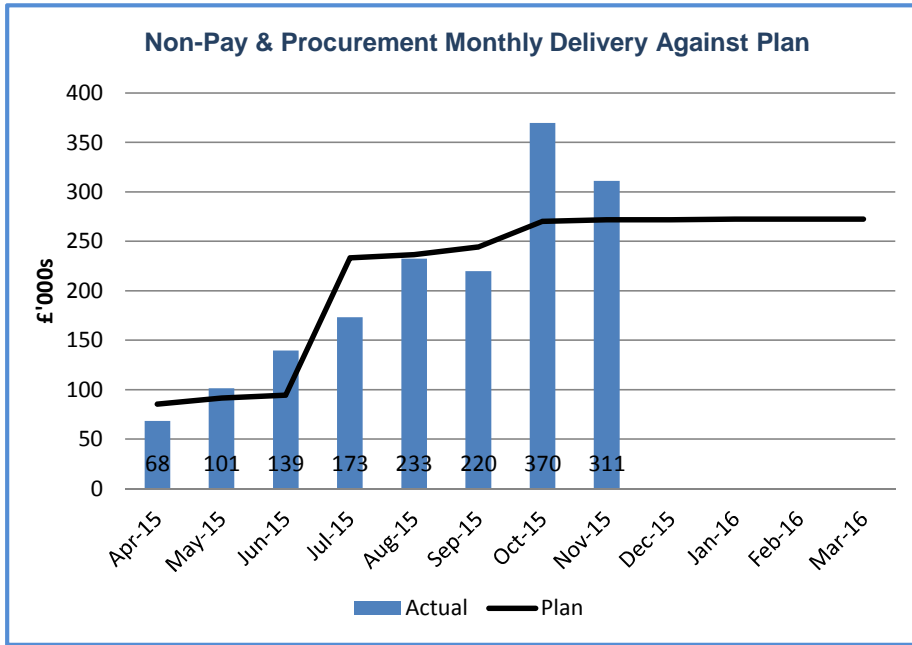
Theatres Redesign KPI

Reduce percentage of patients cancelled on the day of surgery due to non-clinical reasons

RED



5. Non-Pay & Procurement

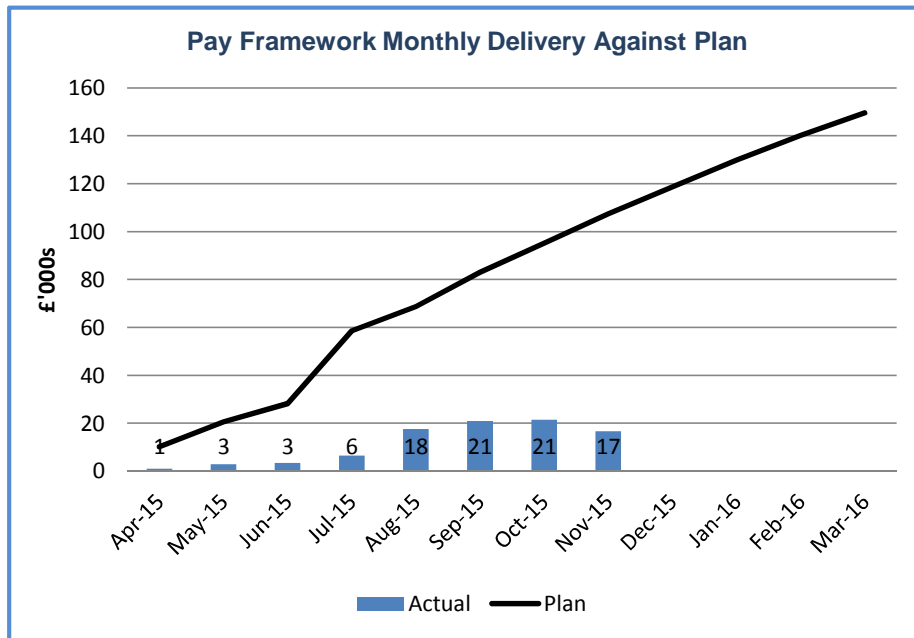


Commentary:

- Overall positive YTD variance of £88.4k as a result of over performance from Drugs Savings.
- Although slightly delayed, Pathlinks Procurement will deliver a higher than planned FYE, resulting in the previous slippage being recovered in year.
- Drugs Savings is over delivering at month 8 (£149.5k) and is expected to continue this trend for the remainder of the year.
- Challenges within the orthopaedics schemes has contributed towards the YTD slippage of £54k for Operations Procurements. The orthopaedics schemes remains the main significant risk within this workstream and requires the implementation of a detailed recovery plan.
- Overall YTD delivery of 105% against plan.

Full Year Plan:	£ 2600k
Revised Projected Delivery	£ 2884k
YTD Plan:	£ 1527.1k
YTD Delivery:	£ 1615.5k
Forecast:	£ 2870k

6. Contract Framework

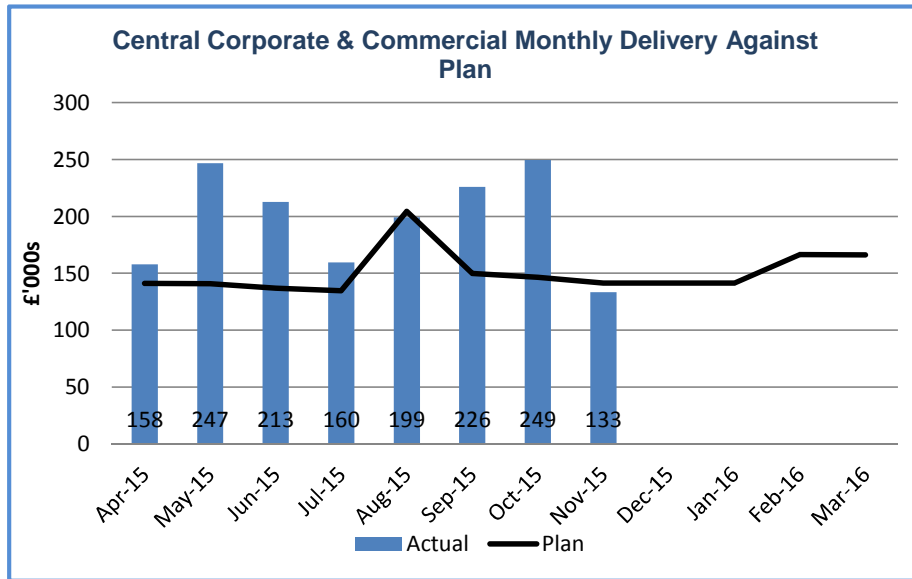


Commentary:

- Negative YTD variance (£381.5k) – due to abandonment of non-AfC contracts. A small value has been delivered in the incremental pay project but this is mainly as a result of the national pay award changes affecting band 8+.
- The Travel Expenditure project has not delivered the expected savings due to a one month delay in implementation.

Full Year Plan:	£ 1010k
Revised Projected Delivery	£ 370k
YTD Plan:	£ 471.7k
YTD Delivery:	£ 90.2k
Forecast:	£ 170.4k

7. Central, Corporate & Commercial

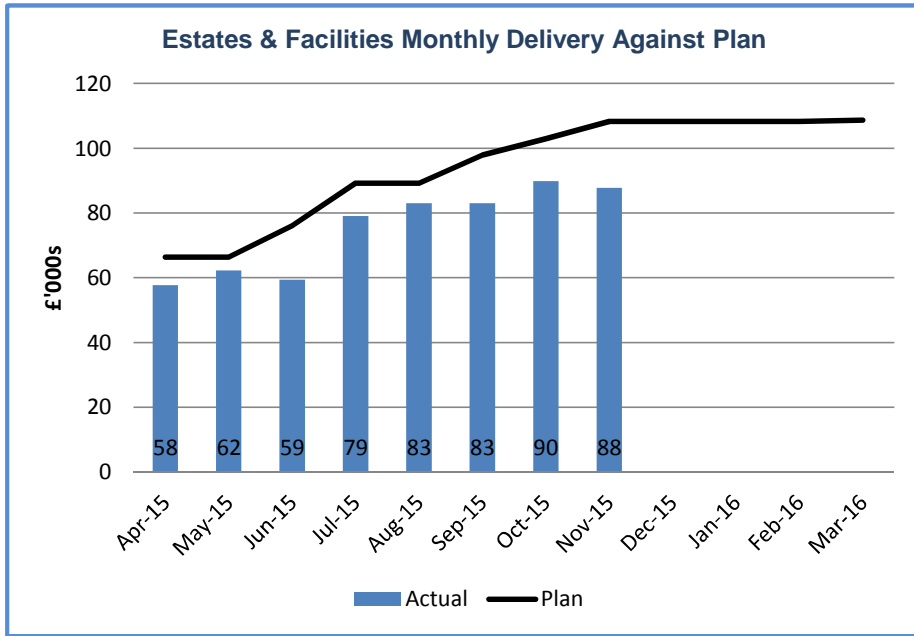


Commentary:

- Positive variance YTD of £347.6k, an overall YTD delivery against plan of 128%.
- An in month delivery of 94% against plan.
- Legal costs is over delivering YTD with a positive variance of £60.5k.
- Storage costs, postage costs, retail catering, DPOWH land sale and the reprographics business development projects all have year end forecasts of zero as these projects are no longer expected to deliver any savings this financial year.

Full Year Plan:	£ 1873.1k
Revised Projected Delivery	£ 2970k
YTD Plan:	£ 1237.1k
YTD Delivery:	£ 1584.7k
Forecast:	£ 2504.5k

8. Estates & Facilities

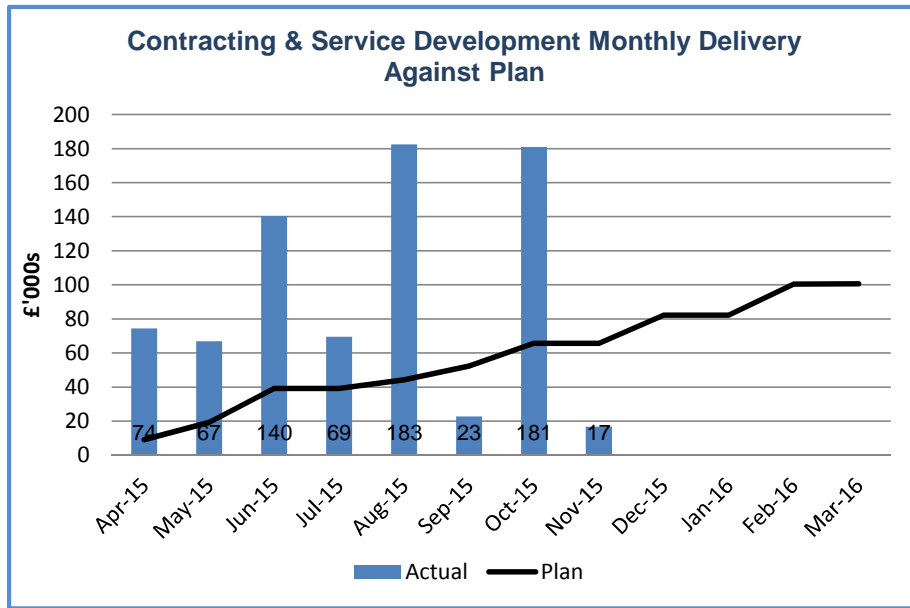


Commentary:

- YTD delivery has a negative variance of £52.1k against plan due to slippage within catering price review, portering, property management and the car parking and security contract projects.
- Overall delivery YTD is 92% against plan with in month savings achieving 81% of month 8 plan.
- Logistics and transport service review, property management and the northside reconfiguraiton projects all have year end forecasts of zero as these projects are no longer expected to deliver any savings this financial year.
- Three new projects were added to the programme during month 6 which are either in implementation or development stage (SGH park & ride, food wastage and WRVS takeover), however the SGH park & ride project is not going to deliver savings during 2015/16 as the proposed implementation date had moved to April 2016.

Full Year Plan:	£ 1066.9k
Revised Projected Delivery	£ 993k
YTD Plan:	£ 654.3k
YTD Delivery:	£ 602.2k
Forecast:	£ 994.7k

9. Contracting & Service Development



Commentary:

- Positive YTD variance of £419k.
- TOP service at GDH continues to not generate the expected income. Mitigating action has been taken by implementing a surgical TOP service however this has also not generated an income to date.
- There has been sustained over performance of the Overseas project from having the new controls in place.
- The private patient's project has started to deliver income ahead of forecast.
- The full year forecast has improved at month 8 to £867k which is a positive variance of £167k.

Full Year Plan:	£ 700k
Revised Projected Delivery	£ 583k
YTD Plan:	£ 334.4k
YTD Delivery:	£ 753.9k
Forecast:	£ 867.6k