

NLG(18)063

DATE OF MEETING	27 February 2018
REPORT FOR	Trust Board of Directors – Public
REPORT FROM	Linda Jackson, NED / Chair of Finance and Performance Committee
CONTACT OFFICER	Marcus Hassall, Director of Finance
SUBJECT	Finance and Performance Committee Highlight Report and Board Challenge – February 2018
BACKGROUND DOCUMENT (IF ANY)	-
PURPOSE OF THE PAPER:	For Information
EXECUTIVE SUMMARY (PLEASE INCLUDE A BRIEF SUMMARY OF THE PAPER, KEY POINTS & ANY RISK ISSUES AND MITIGATING ACTIONS WHERE APPROPRIATE)	This report provides those issues that the Finance & Performance Committee has agreed as requiring escalation by exception to the Trust Board at its meeting held on 22 February 2018.
HAVE 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?	N/A
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?	N/A
WHERE RELEVANT, HAS PROPER CONSIDERATION BEEN GIVEN TO THE NHS CONSTITUTION IN ANY DECISIONS OR ACTIONS PROPOSED?	N/A
WHERE RELEVANT, HAS PROPER CONSIDERATION BEEN GIVEN TO SUSTAINABILITY IMPLICATIONS (QUALITY & FINANCIAL) & CLIMATE CHANGE?	N/A
THE PROPOSALS OR ARRANGEMENTS OUTLINED IN THIS PAPER SUPPORT THE ACHIEVEMENT OF THE TRUST OBJECTIVE(S)	N/A
THE PROPOSAL OR ARRANGEMENTS OUTLINED IN THIS PAPER ENDORSE COMPLIANCE WITH THE REGULATORY OR GOVERNANCE REQUIREMENTS LISTED	N/A
THE PROPOSALS OR ARRANGEMENTS OUTLINED IN THIS PAPER TAKE ACCOUNT OF REQUIREMENTS IN RESPECT OF EQUALITY & DIVERSITY	N/A
ACTION REQUIRED BY THE BOARD	The Board is asked to note the report and consider the need for any further actions to address issues highlighted in the report.

Highlight Report to the Trust Board

Report for Trust Board Meeting on:	27 th February 2018
Report From:	Finance and Performance Committee held on 22 February 2018
<p>Patient Admin Update</p> <p>The Committee received a comprehensive update from Jackie France on the patient administration function and what the team are doing to drive quality improvements. Although the committee received a level of assurance from the presentation, we requested that the current KPI's for this function were reviewed, updated and form part of the Integrated Performance Report moving forward. This would help focus on the productivity and effectiveness improvements required. The Committee were also updated on the 19 key focus areas following the LiA event and were encouraged with the progress made. The Committee felt the successes had not been publicised sufficiently and Jackie had plans to enhance the communication to staff in this area</p> <p>Patient Waiting Lists</p> <p>The Committee reviewed the performance position and the impact of Winter on both A&E and RTT performance. The Committee has requested further updating over the next period in terms of the specific waiting list position, specialty by specialty, identifying particular pressure points and outlining the Trust's response plans. This links with the capacity and demand planning work underway within Operations.</p> <p>Cancer 62day waits</p> <p>The Committee discussed the Cancer 62 day position, noting the trajectory work and the focus on longest waiter clearance, which has affected performance against the main 85% compliance metric. The impact of disrupted scanning and diagnostic capacity was also noted, linking to the current bid process for additional capital.</p> <p>Finance M10</p> <p>The Committee noted the deterioration in performance in M10. The Committee highlighted the importance of expenditure "run rate" improvement in NHSI's current approach, particularly in the context of the Trust's Financial Special Measures status. The deterioration in M10 was discussed in terms of 2018/19 position. The Committee recognised that the M10 position therefore did present a point which did require clear action in response from the Executive. This is a point that would require further discussion at Trust Board level.</p> <p>Sustainability M10 Position</p> <p>The Committee worked through the dynamics in key areas of variation - clinical staffing spend, particularly nursing, non clinical staffing trajectories, and also non pay reductions. The Committee discussed potential response actions, including:</p> <ul style="list-style-type: none"> • Improved control over rostering, and of temporary supply, in nursing; • Further efforts to reset clinical establishments and workforce plans in areas of greatest pressure; • Development through the 18/19 savings plans of clearer actions to reduce non clinical pay spend; • Improved project management and general grip over the non pay cost base. <p>The in month deterioration of £0.9m in underlying I&E, and the resulting £0.6m deterioration in end of year forecast drive a major shift to £40m in the predicted deficit (after savings) in 2018/19.</p> <p>Budget Setting 2018/19</p> <p>Principles for financial planning and budget setting were shared and a progress update given. Planning for savings next year was discussed, with a £20m programme currently in development, sitting within a wider plan that was also dependent upon productivity increases to support income levels. The next month will be crucial in building the necessary detail in service and financial plans, particularly in terms of assurance over savings. The commitment of Executives to engage with the planning process and support development of service plans and detailed budgets is requested by the Committee.</p>	
<p>The Trust Board is asked to note the key points raised by the Committee, and consider any further action needed.</p> <p>Linda Jackson Non-Executive Director and Chair of Finance & Performance Committee</p>	