

Report to:	Board of Directors				
Date of Meeting:	26 th November				
Report Title:	Right Care Portfolio Update				
Status:	For information	Discussion	Assurance	Approval	Regulatory requirement
Mark relevant box with X	X				
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Executive Sponsor (presenting):	Bridget Fletcher, Chief Executive				
Appendices (list if applicable):					

Purpose of the Report

This monthly update report outlines the performance of the Right Care Portfolio of Programmes in Month 7 (October 2014). It focuses on the Financial profile of all the programmes that make up the Portfolio, alongside a programme by programme update of key actions in the activity period.

Key points for information

The overall CIP performance in October, excluding CIP contingency, is £891k behind plan which is an improvement on the forecast of £91k. This improvement is driven primarily by Improving Theatres & Acute Surgery, Improving Outpatients, Digital Care, and Pharmacy. Improving Patient Flow is showing the most significant deterioration to forecast due to the opening of contingency beds. Overall CIP has improved and is now delivering above forecast.

The year-end forecast is projected to achieve £5,881k against a plan of £7,290k. This is an improvement of £23k on last month's forecast due to improvements in Non-Elective income covering the costs of escalation beds and reduced Agency premium costs in the Surgical group.

Overall, the CIP slippage is now manageable within the contingency set aside and as detailed in the report projects are making good progress

Recommendations

- (i) The board are asked to note the performance of the Right Care Portfolio of Programmes.

1.0 Portfolio Status Overview

Programme:	CIP Target 14/15 (k)	CIP target (YTD)	CIP Delivered (YTD)	CIP Variance	Status to		
					Plan Delivery	Quality and Safety	Finance
Improving Patient Experience	N/A	N/A	N/A	N/A			N/A
Improving Patient Flow, Transform and Outpatients	1,300	698	315	(383)			
Improving Theatres and Acute Surgery	550	313	405	92			
Digital Care	500	276	0	(276)			
Workforce	1,000	579	347	(233)			
Estates	800	296	478	181			
Improving Corporate Services	600	335	400	66			
Tactical CIPs	2,540	1,365	1,028	(338)			
Total	7,290	3,863	2,973	(891)			

1.1 Executive Summary of Portfolio Progress

The Portfolio position as at the end of month 7 is the delivery of £2,973k against target of £3,863k, an adverse variance of £891k. This is £91k better than the expected position and gives a year end forecast position of £5,881k against target of £7,290k, which is a year-end adverse variance of £1,409k. Overall at year end this represents £133k improvement to the original forecast.

There has been a further improvement to the recurrent position of £300k but there remains a gap of £1.2m in year for 2015/16 and £1.9m recurrently. The Groups are reviewing their costs to continue to reduce this gap further.

Executive Sponsors have completed a detailed review of the 2 year projects in their programmes (2015-2017) and scoped further work for the outer 3 years. Significant progress continues to be made in terms of the detail and delivery plans for each programme, but there is further work to do to close the gap. This will include an assessment of how much of the identified change is within our gift and how much of it is contingent on partners across the health and social care economy.

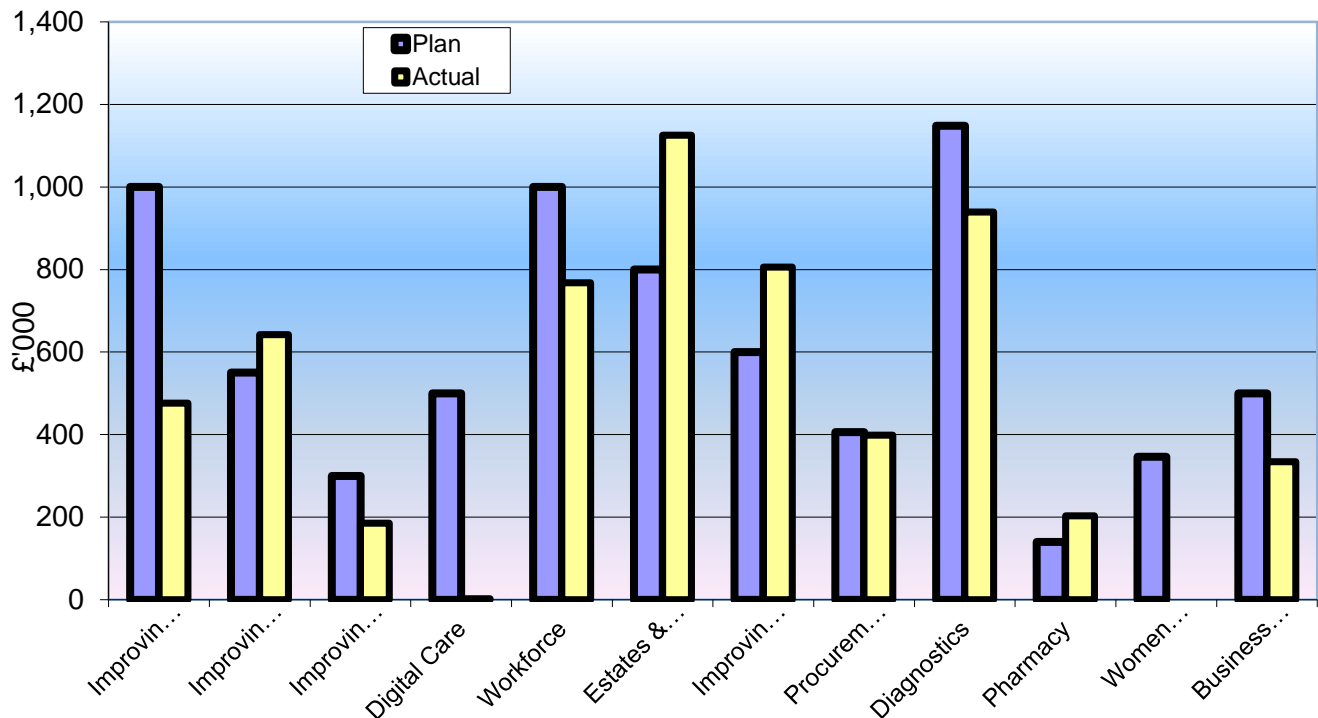
The implementation of a visual PMO and a cross programme weekly meeting chaired and led by a Clinical Director to enable the programme teams to maintain pace of delivery and effectively manage interdependencies began with an initial kick off/training session on the 11th November 2014. This will encourage local management and leadership teams to resolve issues and where required have an opportunity for early escalation to the Executive team on a weekly rather than monthly basis. This was one of the key recommendations from our external partners KMT.

Focus over the next month will be to:

- Review the results that have been pulled together following the prioritisation tool submissions in order to identify the 'vital few' work streams and prioritise the workload given there are over 90 work streams at present.
- Hold a workshop whereby all Right Care programme managers can get together to work on aligning each of the programmes and their interdependencies, ensuring activities that link programmes together have been captured and are visible on the Master schedules as this information is a critical factor in the success of the weekly PMO meetings.
- Further develop the non- financial metrics and targets to track progress across all the benefits and potential impact on risks (typically quality, delivery and people: staff and patients)

2.0 Portfolio Financial Performance inc Tactical CIPs

Savings vs target to end of 2014/15



THEME BREAKDOWN

Savings delivery performance

	Savings to Oct-14 (to date)			Forecast to end of 2014/15			Forecast WTE Reduction	Original Forecast for Contingency to Oct-14		Original Forecast for Contingency to end of 2014/15	
	Target £'000	Achieved £'000	Variance £'000	Target £'000	Forecast* £'000	Variance £'000		Forecast £'000	Variance £'000	Forecast £'000	Variance £'000
Improving Patient Flow & Transform	553	240	(313)	1,000	476	(523)	36.00	310	(69)	582	(106)
Improving Theatres & Acute Surgery	313	405	92	550	642	92	-	313	92	550	92
Improving Outpatients	145	75	(70)	300	186	(114)	-	51	25	190	(5)
Digital Care	276	0	(276)	500	2	(498)	2.60	(43)	43	(47)	49
Workforce	579	347	(233)	1,000	768	(232)	2.00	335	12	670	99
Estates & Capital Investment	296	478	181	800	1,126	325	3.00	508	(30)	1,163	(37)
Improving Corporate Services	335	400	66	600	806	206	3.48	374	26	668	138
Procurement	248	243	(4)	406	399	(7)	-	255	(12)	419	(20)
Diagnostics	625	464	(161)	1,148	940	(209)	2.70	468	(4)	880	60
Pharmacy	98	161	62	140	203	63	-	123	38	182	21
Women & Children's	178	0	(178)	346	0	(346)	-	27	(27)	87	(87)
Business Development	217	160	(57)	500	334	(166)	-	161	(1)	404	(70)
Trust Total	3,863	2,973	(891)	7,290	5,881	(1,409)	49.78	2,881	91	5,748	133

Note: Performance gradings based on year-end forecast, see exception reports for risk grading.

*Forecast performance will be updated monthly.

3.0 Programme Reporting

Programme Reporting – Quality and Patient Experience

Status to	Plan Delivery	Quality & Safety	Finance
			N/A

Performance in Period – By Exception

- Funding has been agreed from Trust Charitable Funds to cover patient and visitor car parks, Wi-Fi (part) signage updating of main reception and café areas. A company has been approached to assist with way finding, parking work will commence following the Emergency Department completion.
- An evaluation of the Right Care training is to be undertaken with 2,161 staff trained as of 20.10.14.
- The 'Here to Care Group' will continue to meet as work focused on enhancing experience in dementia care is close to finalisation. The fine tuning of final components of the statutory scheme in accordance with Department of Health funding is taking place, staff dementia training is being finalised and falls rate are reducing.
- There will be a shift in focus from the enhancing experience in dementia care to enhancing experience in urgent care and the meeting of urgent care representatives to determine work streams.

Key Programme Risks and Mitigation

None to escalate at this time

Financial Assurance

Annual Plan (£k)	YTD Plan (£k)	Delivered (£k)	Variance (£k)

Programme Reporting – Improving Patient Flow, Outpatients and Transform

Status to	Plan Delivery	Quality & Safety	Finance

Performance in Period – By Exception

Flow

Reviewed identified schemes for years 15/16 and 16/17 with the aim of closing any financial gaps.

Reducing Length of Stay

- Patients discharged by 1pm maintained at 21% although the number of patients in the Trust with length of stay over 14 days has increased slightly. Future focus is being placed on obtaining baseline measurements from each ward with regards to Length of Stay.
- E-discharge pilot using System1 has been launched on Ward 7 providing visual management of the TTO and letter writing process.
- Weekly delayed discharge meeting has been established with Social Care

Avoid Admission to Hospital

- Single point of access for intermediate care went Live on November 10th 2014
- Number of patients seen in Ambulatory Care setting has been sustained. Future focus is on obtaining baseline information relating to the number of patients being seen in ambulatory care setting as a baseline.
- Frail Elderly Pathway service being delivered 6 days a week from November 2014
- Data from Goldline demonstrates excellent early outcomes – this will be captured in detail for a future BOD meeting
- Dementia crisis team recruited to and commencing service delivery from Dec 14

Bed Reconfiguration

- Early discussions with Bradford regarding Stroke Services have commenced with clinical consensus for the new service model being progressed. It is likely to be summer 2015 before this can be implemented
- Work to scope the 5.5 ward in Elective Orthopaedics to start in Quarter 4 and complete before the end of Q1 2015

Outpatients

- The recruitment of a project manager for Outpatients is under way (Digital Care).
- Outpatient's technology work is progressing. Further testing is required to enable clinicians to take a patient on Telemedicine from the virtual waiting room rather than point to point. Quotes have been received for the licenses to enable Telemedicine which need finalising and a quote for web cams is currently being obtained with further work required to understand where these will be funded from.
- Discussions are also on-going with regards to how to demonstrate the call management facility solutions, virtual waiting room etc. to clinicians
- Meetings are in the process of being scheduled to discuss the 'administration' design once the Technology is available and how a patient will know that they have a Telemedicine, where do they go for this consultation, letters appointments etc.

Key Programme Risks and Mitigation

None to escalate at this time.

Financial Assurance

Annual Plan (£k)	YTD Plan (£k)	Delivered (£k)	Variance (£k)
1,300	698	315	(383)

Programme Reporting – Improving Theatres and Acute Surgery

Status to	Plan Delivery	Quality & Safety	Finance

Performance in Period – By Exception

- Improving Theatres and Acute Surgery has been launched as Right Care Surgical Services.
- The re-engagement of clinical staff in line with new principles has begun following the away day on 10th October that focused on Right Care.
- An audit has commenced focussing on start and finish times of lists, overruns and impacts

both on afternoon lists and out of hours acutes.

- Development of plan to address equipment issues across the specialities and plan for spreading the cost across the remainder of the financial year is to commence.
- The introduction of the CLWRota system for anaesthetics medical staffing is also being planned.
- Plans are being made to scope availability and funding for Lean trainers to be brought into the Trust to support the Project.

Key Programme Risks and Mitigation

- Theatre Bank via HB retinue has gone live with significant challenges being faced that could pose a risk to the organisation and have been escalated to HR.
- The overspend in premium payments continues to overspend specifically within Anaesthetics owing to vacancies at Consultant Middle Grade and SHO levels although Premium Payment/ Agency usage is being tracked weekly and the recruitment at Middle Grade level for planned vacancy is scheduled for November.

Financial Assurance

Annual Plan (£k)	YTD Plan (£k)	Delivered (£k)	Variance (£k)
550	313	405	92

Programme Reporting – Digital Care

Status to	Plan Delivery	Quality & Safety	Finance

Performance in Period – By Exception

- E-discharge: Amendments to pilot to optimise processes introduced on the 21st October. Once changes have been confirmed as fit for purpose agreement will be given to start roll out deployment which is currently being drafted.
- Electronic Prescribing and Medicines Administration (EPMA): Formulary build time with modifications now estimated at 640 hours. Options are being looked at regarding resources and the finalisation of a new plan.
- The Therapies new unit has been established with the test unit currently being configured along the production of a benefits plan.
- Paper Light (Electronic Digital Medical Record - EDMR): The EPMA nurse started in November and the review of nursing documentation is to commence.

Key Programme Risks and Mitigation

None to escalate at this time

Financial Assurance

Annual Plan (£k)	YTD Plan (£k)	Delivered (£k)	Variance (£k)
500	276	0	(276)

Programme Reporting – Workforce

Status to	Plan Delivery	Quality & Safety	Finance

Performance in Period – By Exception

- Recruitment is underway for the Advance Nurse Practitioner (ANP) following confirmation of funding from Local Education and Training Board (LETB) although no suitable candidates were identified from the first set of interviews. A second round of interviews is currently underway.
- The MAR Scheme process, brought forward to release savings in Year 1, has been completed with staff currently signing settlement agreements with first staff leaving the Trust at the end of October 2014.
- A new Resilience Event which has been developed to help staff deal with change and work pressures is ready for roll out along with Line Manager Essential's training events.
- The Job planning framework has published and the first scrutiny meeting to review job plans in line with it has taken place with further meetings scheduled
- Future focus is on completing failure to agree negotiations with unions regarding breaks and pay protection.
- Increased focus on sickness absence via follow up and HR Business Partner led training is a key activity for the next month.
- It has been proposed with the Workforce programme is re-aligned to the People Plan.

Key Programme Risks and Mitigation

The resourcing of a project manager for the Admin and Clerical Review has been escalated to the Programme Board.

Financial Assurance

Annual Plan (£k)	YTD Plan (£k)	Delivered (£k)	Variance (£k)
1,000	579	347	(233)

Programme Reporting – Estates

Status to	Plan Delivery	Quality & Safety	Finance

Performance in Period – By Exception

- The Emergency Department rebuild is now 95% complete although delayed by 21 days and is due to go live on the 3rd December 2014.
- The Main Entrance Shop refurbishment is due to be completed by the end of November.
- The continued internal moves as per the Estates Transformation programme consolidate the continued use of the site.
- The tender evaluation has been completed for security with the next steps to recruit into the in-house car parking posts and ensure the Trust's LSMS training is completed.
- A briefing meeting has been held with the portering team now that the MICAD equipment has been received and a further meeting is scheduled for November to commence team leader training

in the system.

- The progression of an action plan for implementation of waste initiatives , the implementation of a Postal Action Plan and the implementation of a staffing review for ward hostess/domestic staff and monitor hours/quality of service are all and the continued formal performance monitoring of contracted services are all key deliverable to the Facilities plan being achieved.

Key Programme Risks and Mitigation

None to escalate at this time

Financial Assurance

Annual Plan (£k)	YTD Plan (£k)	Delivered (£k)	Variance (£k)
800	296	478	181

Programme Reporting – Improving Corporate Services

Status to	Plan Delivery	Quality & Safety	Finance

Performance in Period – By Exception

- The Corporate Services Design workshop took place on the 30th October with the Outputs of this event directed to identifying key work streams that will inform the wider programme deliverables.
- Discussions have been held with Marketing Consultant and some initial suggestions regarding income generation opportunities (advertising links with retail e.g. Morrison's). A meeting has also been held with Bradford District Metropolitan Council to assess the appetite and level of opportunity in Occupational Health, Legal, Estates and facilities, information and Day Nursery.
- The bench marking analysis has been completed and the final report delivered with the vast majority of Corporate Areas under the national baseline average therefore any significant reductions in workforce could put services at risk. Efforts need to be directed towards understanding how corporate services play a key part in terms of supporting clinical areas to achieve greater efficiencies.

Key Programme Risks and Mitigation

- The bench marking analysis has been completed and the final report delivered with the vast majority of Corporate Areas under the national baseline average therefore any significant reductions in workforce could put services at risk.

Financial Assurance

Annual Plan (£k)	YTD Plan (£k)	Delivered (£k)	Variance (£k)
600	335	400	66