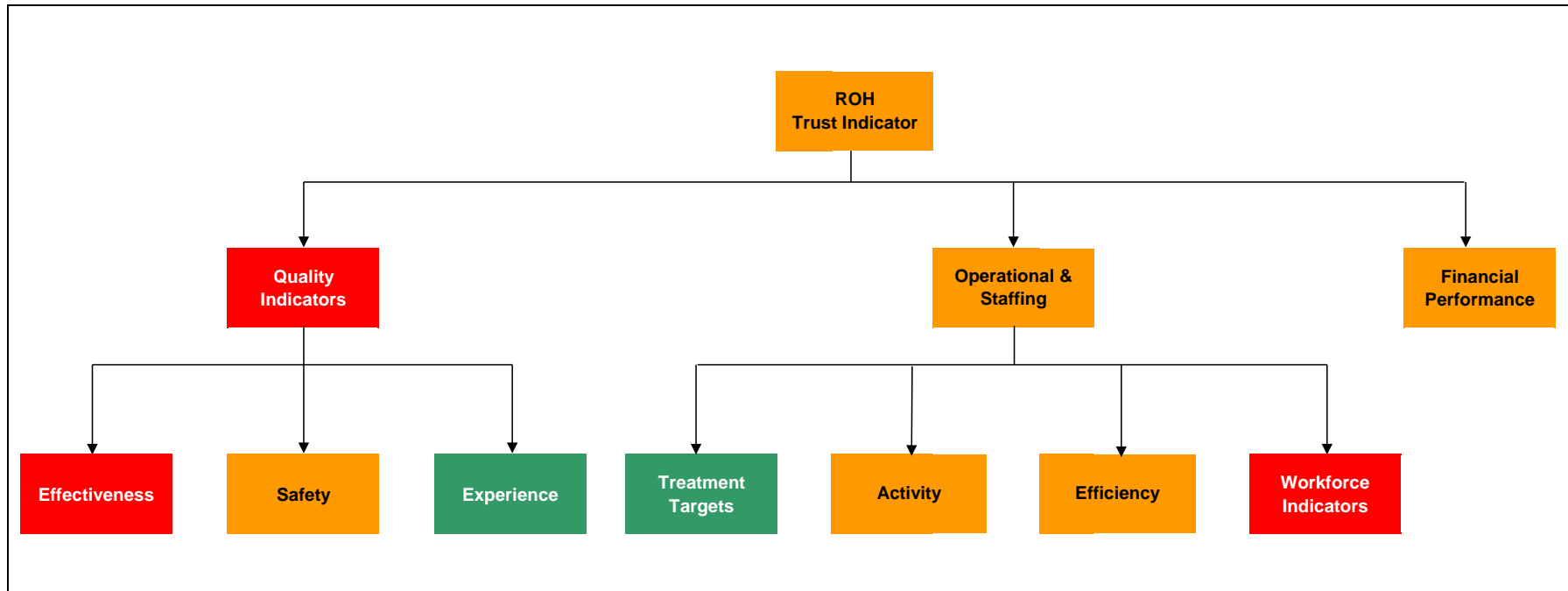


Royal Orthopaedic Hospital NHS Foundation Trust  
Corporate Performance Report  
For the Month Ending August 2013



**Quarterly Detailed Report**  
Executive Summary as at August 2013

**Headlines**

An overall red for quality has been identified as a result of an unexpected death, an avoidable grade 3 pressure ulcer and the non-achievement of the VTE target.

The Trust's surplus for the first 5 months of the year stands at £729,000 against a planned target of £1,087,000. Despite this underperformance, the Trust has still has a forecast Financial Risk Rating of 4.

Provisional Cancer Indicators for the month are 100% however early figures for September suggest the Trust is highly likely to miss the quarter 2 target for 62 day patients.

Monitor Compliance Framework Targets	August 2013				Detail Page
	Target	Actual - Month	Actual - Quarter	Score	
Referral to treatment time - Non Admitted %	95%	95.8%	95.5%	0	6
Referral to treatment time - Admitted %	90%	90.3%	91.2%	0	6
Referral to treatment time - Incomplete Pathways %	92%	93.7%	93.9%	0	6
Cancer 62 Day Waits for first treatment (from urgent GP referral)	85%	100%*	87.5%	0	6
Cancer 31 day wait for second or subsequent treatment - surgery	94%	100%*	100%*	0	6
Cancer 31 day wait from diagnosis to first treatment	96%	100%*	100%*	0	6
Cancer 2 week (all cancers)	93%	100%*	100%*	0	6
Clostridium Difficile cases	2 (Full Year)	0	0	0	5
MRSA cases	0 (Full Year)	0	0	0	5
Other risks impacting on Governance Risk Rating	None				

\* The current month's cancer outcomes are provisional position only. The cancer position for the quarter is based on provisional in-month and confirmed previous months data.

<b>Indicative Monitor Governance Risk Rating</b>	<b>Green</b>
<b>Indicative Monitor Financial Risk Rating</b>	<b>4</b>

Key Trust Targets		August 2013			Detail Page
		Target	Actual	Trend	
Safety, Experience & Effectiveness	SIRIs	0-2	4	🔴	3
	Complaints	<=12	7	🟢	4
	CQUINS	100%	90%	-	11
	Total Unexpected Hospital Deaths	0	1	🔴	5
Efficiency & Workforce	Total Backlog Patients	<400	444	🔴	6
	Incomplete 14 - 18 Week Waiters	<500	630	🔴	6
	Total Inpatient Activity vs Plan	100%	92.8%	🟡	7
	Unused Theatre Sessions	<44	102	🔴	8
	Sickness	4.1%	3.1%	🟢	9
Financial	Surplus	£1,087k	£729k	🟡	10
	CIP	£1,330k	£1125k	🟡	12
	Agency Expenditure	£91k	£144k	🔴	11
	Locum Doctor Expenditure	£46k	£67k	🔴	11

**Trust Summary**

The Trust is Amber rated for August, with key concerns relating to quality, workforce and finance.

An overall red for quality has been identified as a result of an unexpected death, an avoidable grade 3 pressure ulcer and the non-achievement of the VTE target. Further investigation into the causes is underway and more detail is provided in the Safety Report.

Workforce continues to be rated as red due to concerns around training and appraisal levels but performance in both areas continue to improve. Attendance at the first two mandatory training courses in September exceeded 70 delegates and therefore further improvement is expected in September. The key areas with large numbers of staff still to be appraised are doctors, medical secretaries, Theatres, IT, R+T and Informatics. The majority of medical and theatre staff will be appraised by the end of September. Plans will be secured for R+T, IT and Informatics.

The gap between staff in post and establishment reduced in August by 12 wte meaning vacancies of c60wte or 7% of the funded establishment. A further reduction of 12 vacancies is expected in September.

For the month of August the Trust made a surplus of £127,000 against a planned surplus of £120,000. The Trust therefore has a year to date surplus of £729,000 against a plan of £1,087,000 which is £358,000 behind plan. It is forecast that the Trust has a Monitor Financial Risk Rating of 4 for the year to date.

Some cost pressures do exist particularly around agency pay, outsourced MRI and non-recurrent costs but much of the variance against plan is caused by the underperformance against inpatient activity and a shortfall on the Cost Improvement Programme. Significantly underperforming Directorates are providing rectification plans and a CIP Programme Board has been established to performance manage delivery.

All 18 week RTT targets were achieved for the sixth successive month. The number of 52 week waiters has again reduced to 6 from 7 at the end of July. The backlog of patients waiting over 18 weeks has increased slightly to 444 from 404, however this was as predicted given seasonal variation related to patient choice to "pause" treatment.

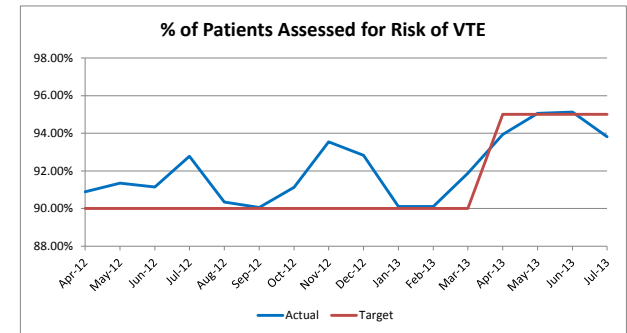
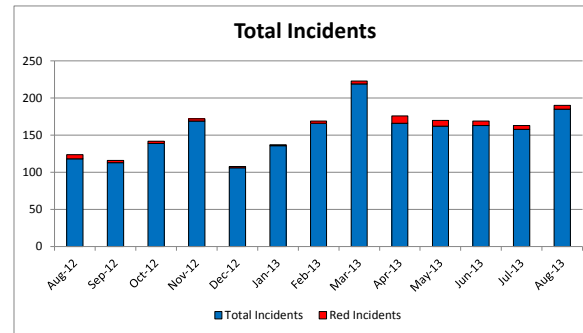
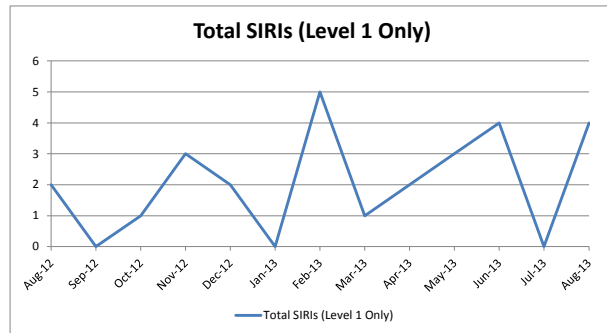
In July there was 1 patient who breached the 62 day cancer waiting time target due to a requirement for complex surgery with bone irradiation which gas reduced achievement to 87.5% for the quarter. Given the total number of patients on cancer pathways delivery of the Q2 target is at risk and as such an exception report has been submitted as the Trust may miss this target.

**Monthly Report**  
Safety Indicators as at August 2013

**Headlines**

- 🚩 Drug errors increased in the month compared to June and July
- 🚩 VTE Risk Assessment is reported one month in arrears and the target was not achieved in July
- 🚩 Following a reduction in the number of reportable inpatient adult falls in June and July this has increased in August

Safety	Monitor	National	CQC Standard	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Aug-13	13/14 Full Year Position	
				N	N	N	N	N	N	N	N	N	N	N	N	N	N	N
				4,16	0	0	0	0	0	0	0	0	0	0	0	0	0	0
				4,16	2	0	1	3	2	5	1	2	3	4	0	4	4	13
				4,16	0.63	1.03	0.33	0.98	0.84	0.00	1.36	0.62	1.12	1.32	0.00	1.27	0.84	0.84
				4,16	118	113	139	169	106	136	166	219	166	162	163	158	185	834
				4,16	37.24	38.66	45.26	55.08	44.41	46.31	56.23	74.19	51.83	60.23	53.95	47.07	58.96	54.13
				4,16	6	3	3	3	2	1	3	4	10	8	6	5	5	34
				9,16	11	6	9	26	15	17	19	31	21	15	15	23	105	
				9,16	3.47	2.05	2.93	8.47	6.28	5.79	6.44	22.36	9.68	7.81	4.96	4.47	7.33	6.81
				1	0	0	0	0	0	0	0	0	0	0	0	0	0	
				9	90.34%	90.06%	91.12%	93.55%	92.83%	90.10%	90.11%	91.88%	93.94%	95.06%	95.13%	93.82%	94.50%	
				9	0	0	3	1	0	0	1	0	0	1	1	0	2	
				4	10	8	8	5	8	0	6	7	4	7	6	9	30	
				4,16	3.16	2.74	2.61	1.63	3.35	0.00	2.03	2.37	1.25	2.60	1.99	1.19	2.87	1.95
				4,16	98.02%	98.82%	97.96%	98.85%	92.86%	97.22%	93.26%	93.26%	97.89%	96.19%	97.94%	98.90%	97.85%	97.71%



**Safety Commentary**

VTE Risk Assessment is reported one month in arrears and the target was not achieved in July. The 95% target is included as a CQUIN target for the trust, and so failure against this target in July will result in £16,000 of lost CQUIN income in Quarter 2.

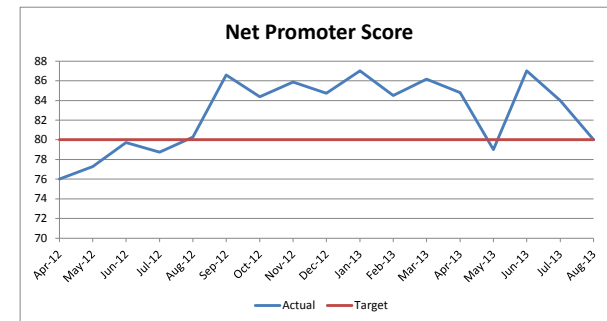
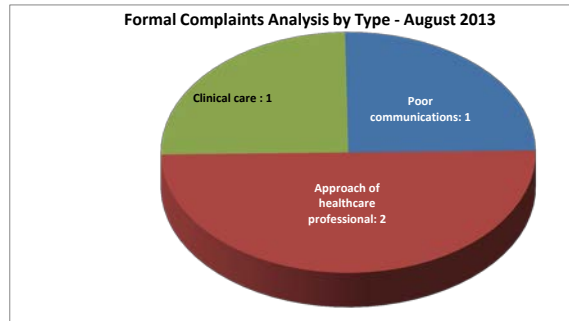
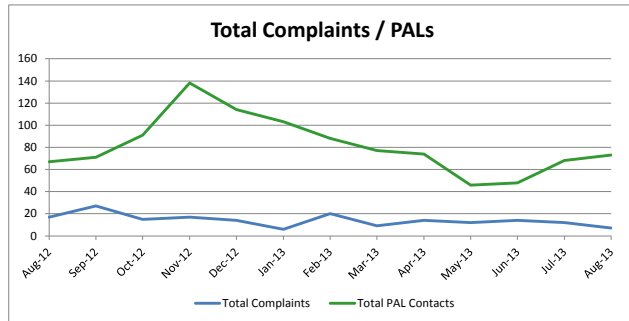
There were 4 SIRI's in month, further detail of which are included in the patient safety report.

Drug errors increased in the month compared to June and July, as did the number of reportable inpatient adult falls.

**Monthly Report**  
Experience Indicators as at August 2013

**Headlines**  
 There has been an decrease in the volume of complaints received this month from 12 to 7 (4 formal)  
 August performance for real time patient survey of food was 92.4% positive

	Monitor	National Standard	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Aug-13	13/14 Full Year Position
Experience	17	Complaints to Compliments Ratio	1:17	1:9	1:28	1:13	1:33	1:63	1:20	1:46	1:25	1:25	1:29	1:32	1:46	1:30
	17	Total Complaints	17	27	15	17	14	6	20	9	14	12	14	12	7	59
	17	Complaints reverted to informal <48 hrs	1	10	7	3	0	0	1	0	1	0	1	1	3	6
	17	Formal	16	17	8	14	14	6	19	9	13	12	13	11	4	53
	17	Complaints per 1000 bed days	5.36	9.24	4.88	5.54	5.87	2.04	6.78	3.05	4.37	4.46	4.63	3.57	2.23	3.83
	17	Total PAL Contacts	67	71	91	138	114	103	88	77	74	46	48	68	73	309
	17	PALS Contacts per 1000 bed days	21.14	24.29	29.63	44.98	47.76	35.07	29.81	26.08	23.11	17.10	15.89	20.26	23.27	20.06
	17	Total Compliments	293	239	419	223	456	380	404	414	347	295	404	386	320	1752
	17	Compliments per 1000 bed days	92.46	81.77	136.44	72.69	191.03	129.38	136.86	140.24	108.35	109.69	133.72	114.99	101.99	113.71
	17	Food - Real Time Patient Survey	59.23%	62.37%	63.36%	72.19%	66.07%	75.00%	69.75%	77.54%	77.50%	85.43%	86.67%	90.48%	92.40%	85.02%
	17	Friends and Family Net Promoter Score	80.27%	86.58%	84.37%	85.86%	84.73%	87.00%	84.50%	86.18%	84.8	79.0	87.0	84.0	80.0	83.7



**Experience Commentary**

**COMPLAINTS**

There has been an decrease in the volume of complaints received this month from 12 to 7 (4 formal) representing a drop of 42%. This is in line with the usual pattern of a quieter month in the summer quarter.  
 The number of complaints responded to in agreed timescale in August is 11/12 or 92% which is above agreed KPI of 80%. The one complaint that was overdue was as a result of delay to signoff by Executive Director.

**COMPLIMENTS**

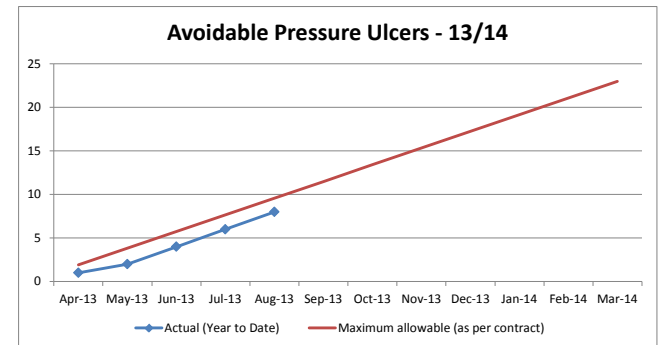
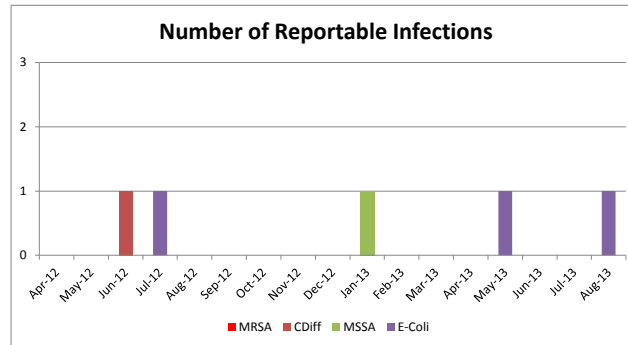
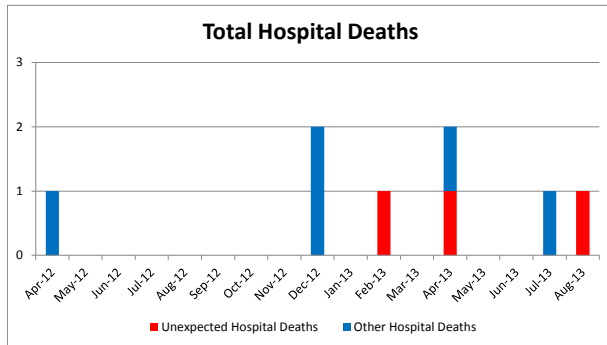
Number of Compliments by Directorate:  
 Directorate  
 Compliments August 2013  
 Clinical Support - 14  
 Small Joint - 8  
 Large Joint - 140  
 Oncology - 35  
 Paediatrics - 73  
 Spinal - 5  
 Theatres - 33  
 Corporate - 12  
**Total - 320** (17% down on last month's total of 386)

**Monthly Report**  
Effectiveness Indicators as at August 2013

**Headlines**

- 🚩 There was one unexpected death in the month of a female patient following a primary knee replacement.
- 🚩 Two avoidable pressure ulcers occurred on Ward 1 which is a matter of concern
- 🚩 A case of E-coli was identified

Effectiveness	Monitor	National	CQC Standard	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Aug-13	13/14 Full Year Position
				M	N	M	N	M	N	M	N	M	N	M	N	M	N
			4,18	0	0	0	0	2	0	1	0	2	0	0	1	1	4
			4,18	0.00	0.00	0.00	0.00	0.84	0.00	0.34	0.00	0.62	0.00	0.00	0.30	0.32	0.26
			4,18	0	0	0	0	0	0	1	0	1	0	0	0	1	2
			8	143.8%	150.0%	161.2%	165.3%	149.7%	138.7%	135.5%	114.3%	129.56%	129.13%	140.59%	145.53%	127.51%	134.55%
			8	0	0	0	0	0	0	0	0	0	0	0	0	0	0
			8	0	0	0	0	0	0	0	0	0	0	0	0	0	0
			8	0	0	0	0	0	1	0	0	0	0	0	0	0	0
			8	0	0	0	0	0	0	0	0	0	1	0	0	1	2
			8	1	0	1	1	2	0	1	0	0	0	0	0	0	0
			4	0	0	0	0	0	0	0	0	0	0	0	0	0	0
			4	4	3	7	3	3	5	5	5	1	1	2	2	1	7
			4	1.26	1.03	2.28	0.98	1.26	1.70	1.69	1.60	0.31	0.37	0.66	0.60	0.64	0.52



**Effectiveness Commentary**

There was one unexpected death in the month of a female patient following a primary knee replacement. This patient was also discovered to be infected with e-coli bacteraemia. More detail is provided in the patient safety report.

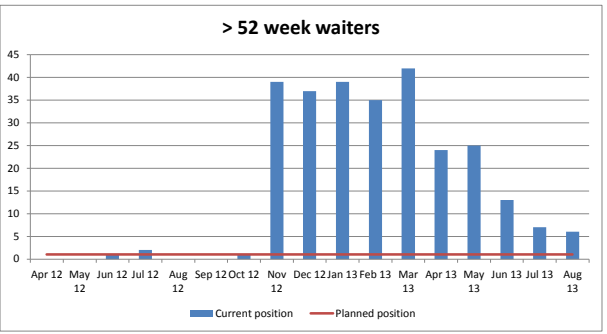
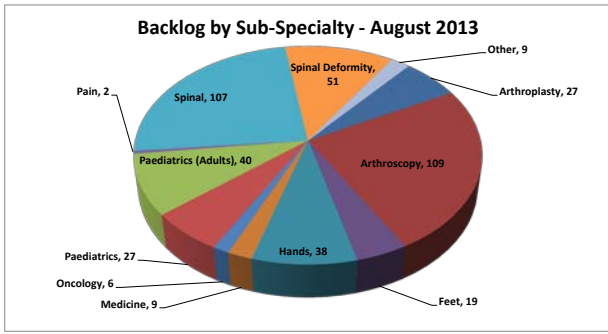
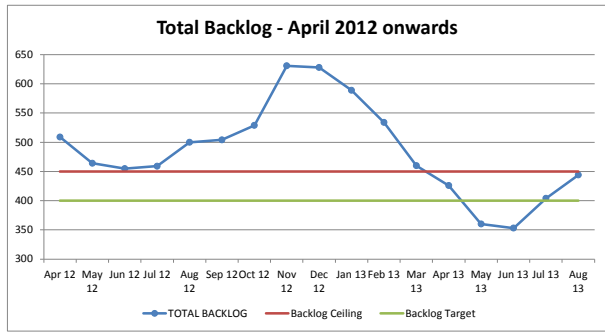
Two avoidable pressure ulcers occurred on Ward 1 which is a matter of concern. The overall trajectory remains below contract levels for avoidable pressure ulcers, however the presence of an avoidable Grade 3 pressure ulcer does mean the Trust has breached one of it's CQUIN targets, which is likely to result in a loss of £60,000 of CQUIN income.

**Quarterly Detailed Report**  
**Treatment Targets as at August 2013**

**Headlines**

- The Trust has achieved all 3 18 week targets for the 6 month running
- 18 week backlog patients have increased for the second month and are now approaching the backlog ceiling above which the 18 week targets are put a risk
- Provisional Cancer Indicators for the month are 100% however an exception report submitted as the Trust is likely to miss quarter 2 target for 62 day patients.

Monitor	National	CQC Standard		Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Aug-13	13/14 Full Year Position
M	N	4	Referral to treatment waits over 52 weeks	0	0	1	39	37	39	35	42	24	25	13	7	6	6
M	N	4	Referral to treatment time - Non Admitted %	95.38%	96.22%	95.06%	95.28%	95.09%	95.03%	95.07%	95.18%	95.24%	95.08%	95.35%	95.29%	95.78%	95.35%
M	N	4	Referral to treatment time - Admitted %	91.14%	90.49%	90.07%	90.38%	90.59%	90.42%	90.37%	90.00%	90.22%	90.38%	91.37%	92.05%	90.33%	90.92%
M	N	4	Referral to treatment time - Incomplete Pathways %	92.66%	92.46%	92.02%	90.56%	90.52%	90.68%	91.09%	92.01%	92.77%	94.36%	94.77%	94.18%	93.71%	93.99%
M	N	4	Non admitted Backlog - Pathways waiting >18 wks	169	198	118	208	438	221	199	187	155	121	110	131	159	159
M	N	4	Admitted Backlog - Pathways waiting >18 wks	331	306	411	423	457	368	335	273	271	239	243	273	285	285
M	N	4	Total Backlog - 18 week pathways waiting >18 wks	500	504	529	631	895	589	534	460	426	360	353	404	444	444
M	N	4	Incomplete 14 -18 Week Waiters	646	561	740	698	717	610	629	535	346	411	504	477	630	630
M	N	4	Cancer 2 week (all cancers)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
M	N	4	Cancer 31 day wait from diagnosis to first treatment	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	83.33%	100.00%	100.00%	100.00%	100.00%	98.33%*
M	N	4	Cancer 31 day wait for second or subsequent treatment - surgery	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%*
M	N	4	Cancer 62 Day Waits for first treatment (from urgent GP referral)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.00%	100.00%	66.67%	80.00%	100.00%	87.50%*
M	N	4	Percentage of patients waiting less than 6 weeks from referral for a diagnostic test	100.00%	100.00%	100.00%	100.00%	100.00%	99.98%	100.00%	100.00%	99.24%	100.00%	99.52%	99.20%	99.09%	99.53%
M	N	4	Cancelled Ops Not Admitted within 28 days	0	0	0	0	0	0	0	0	0	0	0	0	0	0
M	N	4	Data Quality on Ethnic Group - Inpatients	95.46%	95.32%	95.11%	100.00%	95.12%	95.20%	95.11%	91.99%	95.07%	95.04%	95.35%	95.08%	95.06%	95.12%



**Treatment Targets Commentary**

The Trust has achieved all 3 18 week targets for the 6 month running

18 week backlog patients have increased for the second month and are now approaching the original backlog ceiling above which the 18 week targets are put a risk however, the increase in backlog was predicted due to seasonal variation related to patient choice to "pause" their treatment. In addition, although the number of patients in the backlog has increased, the % achieved at 93.71% is 1.71% above the 92% target which demonstrates that as an organisation we are over achieving against the target and that the number of patients on the waiting list has increased which therefore increases the number in backlog.




The number of patients waiting more than 52 weeks has reduced by 1 to 6

Provisional Cancer Indicators for the month are 100% however an exception report submitted as the Trust is likely to not achieve the quarter 2 target for 62 day patients due to late referrals in September and low numbers of referrals in Quarter 2.

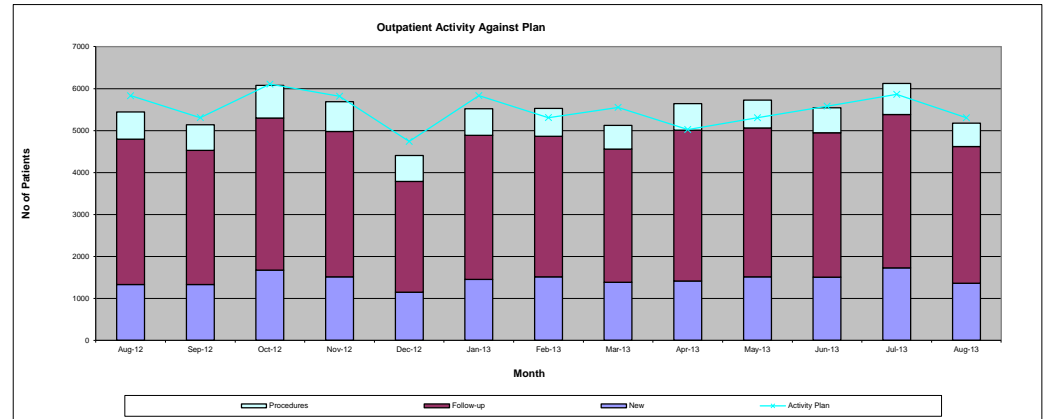
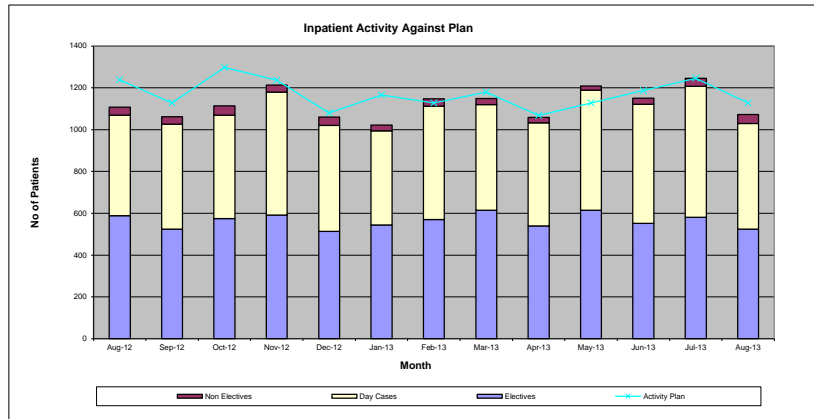
Note: The current month's cancer outcomes are provisional position only. The YTD Cancer position is based on provisional in-month and confirmed previous months data.

**Quarterly Detailed Report**  
Activity Targets as at August 2013

**Headlines**

-  Elective inpatients underperformed by 50 cases or 10% in August
-  Non electives have increased again in August and are above plan in the month
-  Day cases underperformed in the month for the first time this financial year by 2%.

Activity	Monitor	National Standard	CQC Standard	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Aug-13	13/14 Full Year Position
				Total Discharged Elective Patients	4	4	4	589	524	575	592	513	544	570	614	540	615
Total Discharged Non Elective Patients	4	4	4	38	34	44	34	39	27	35	29	25	20	30	38	43	156
Total Discharged Day Cases	4	4	4	481	503	494	588	508	451	542	506	493	574	570	627	506	2770
Total New Outpatients	4	4	4	1332	1330	1674	1517	1146	1455	1510	1381	1416	1513	1508	1728	1359	7524
Total Follow Up Outpatients	4	4	4	3462	3196	3628	3458	2641	3435	3356	3179	3590	3548	3438	3653	3259	17488
Outpatient Procedures	4	4	4	650	609	774	716	622	631	662	562	625	662	594	743	560	3194
Elective as % Against Plan	4	4	4	94.6%	92.4%	88.1%	95.2%	94.4%	92.8%	100.5%	106.3%	99.24%	107.1%	91.1%	91.4%	91.2%	95.83%
Non Elective as % Against Plan	4	4	4	90.4%	88.8%	99.9%	81.0%	106.3%	68.2%	91.4%	75.3%	72.4%	54.8%	78.1%	94.3%	117.9%	83.79%
Day Cases as % Against Plan	4	4	4	83.9%	96.3%	82.2%	102.7%	101.5%	83.5%	103.8%	96.9%	100.7%	111.1%	104.8%	109.8%	97.9%	105.01%
% New Outpatients Against Plan	4	4	4	89.2%	97.8%	107.0%	101.7%	94.3%	97.3%	111.0%	101.5%	111.1%	112.5%	106.5%	116.2%	101.0%	109.57%
% Follow Up Outpatients Against Plan	4	4	4	97.0%	98.3%	97.0%	97.1%	91.0%	96.2%	103.3%	97.8%	113.6%	106.3%	97.9%	99.0%	97.7%	102.65%
% Outpatient Procedures Against Plan	4	4	4	84.8%	87.3%	96.4%	93.6%	99.8%	82.3%	94.9%	80.6%	107.6%	106.3%	90.6%	108.0%	89.9%	100.48%



**Activity Commentary**




Elective inpatients underperformed by 50 cases or 10% in August. Based upon an average price this equates circa £250,000.

Non electives have increased again in August and are above plan in the month for the first time since December 2012.

Day cases underperformed in the month for the first time this financial year by 2%.

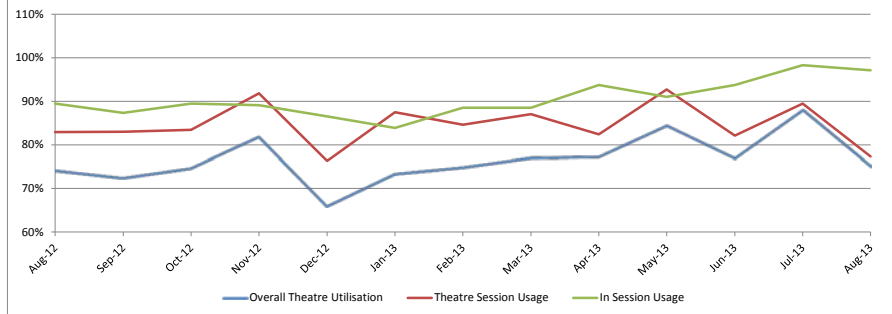
**Monthly Report**  
**Efficiency Indicators as at August 2013**

**Headlines**

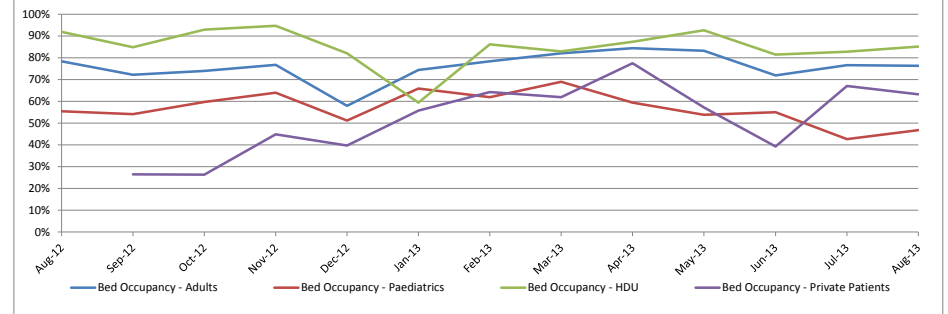
-  Theatre utilisation and usage reduced in month to 75% and there were 102 unused theatre sessions.
-  Overall bed occupancy remains low which is consistent with inpatient activity levels.
-  The number of cancelled operations on the day has increased to 14

Efficiency	Monitor	National	CQC Standard		Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Aug-13	13/14 Full Year Position
			4	Overall Theatre Utilisation	74.2%	72.5%	74.7%	81.8%	66.0%	73.4%	74.9%	77.0%	77.30%	84.41%	76.95%	87.98%	75.15%	80.80%
			4	Theatre Session Usage	82.97%	83.01%	83.47%	91.85%	76.30%	87.50%	84.60%	87.07%	82.45%	92.72%	82.09%	89.50%	77.38%	84.86%
			4	In Session Usage	89.5%	87.3%	89.5%	89.1%	86.5%	83.9%	88.5%	88.5%	93.76%	91.04%	93.73%	98.31%	97.11%	95.21%
			4	Unused Theatre Sessions	78	70	79	37	92	57	63	53	76	30	77	50	102	233
			4	Number of Cases per Theatre Session	2.78	2.82	2.60	2.79	3.45	2.46	3.13	3.11	2.82	3.01	3.08	2.79	2.91	2.92
			4	Total Cancelled Operations (On Day or Day Before)	71	90	95	91	95	108	78	52	91	72	63	88	58	314
			4	Total Cancelled Operations (On Day or Day Before) - Avoidable														
			4	Total Cancelled Operations (On Day or Day Before) - Unavoidable														
			4	Total Cancelled Operations by Hospital (On Day)	5	7	7	6	6	5	4	2	4	5	5	8	14	36
			4	% Cancelled Operations by Hospital	0.47%	0.72%	0.68%	0.52%	0.59%	0.51%	0.37%	0.18%	0.40%	0.43%	0.46%	0.67%	1.38%	0.66%
			4	Total T&O Review-To-New Ratio (including Spinal)	2.87	2.66	2.37	2.49	2.51	2.63	2.30	2.59	2.76	2.44	2.53	2.24	2.53	2.48
			4	Pain Review-To-New Ratio	3.44	2.89	3.26	3.99	3.83	3.65	3.70	2.99	3.53	4.65	2.90	4.02	4.24	3.69
			4	Outpatient DNAs	8.36%	8.78%	8.50%	8.91%	9.37%	10.51%	9.05%	10.52%	7.70%	8.79%	9.23%	8.70%	9.34%	8.63%
			4	Bed Occupancy - Adults	78.40%	72.19%	73.96%	76.67%	57.92%	74.44%	78.34%	81.96%	84.37%	83.16%	71.91%	76.53%	76.26%	78.41%
			4	Bed Occupancy - Paediatrics	55.38%	54.17%	59.68%	63.89%	51.18%	65.86%	61.90%	68.89%	59.44%	53.76%	55.00%	42.71%	46.77%	51.41%
			4	Bed Occupancy - HDU	91.93%	84.77%	92.86%	94.68%	81.99%	59.35%	86.06%	82.89%	87.36%	92.53%	81.44%	82.76%	85.15%	89.08%
			4	Bed Occupancy - Private Patients		26.46%	26.27%	44.90%	39.63%	55.64%	64.29%	61.91%	77.47%	57.14%	39.29%	66.96%	63.13%	61.30%
			4	Admissions on the Day of Surgery	394	365	383	429	357	384	400	457	380	433	403	417	364	1633
			4	AVLOS for APC (excl day cases)	5.04	4.36	5.03	4.01	4.36	3.87	4.71	4.30	4.71	5.63	4.16	4.58	5.06	4.75

**Theatre Utilisation**



**Bed Occupancy**



**Efficiency Commentary**

**HDU BED OCCUPANCY:** Reflects occupancy up to 28/07/2013 (inclusive).

Theatre utilisation and usage reduced in month to 75% and there were 102 unused theatre sessions.




The number of cancelled operations on the day has increased to 14

Overall bed occupancy remains low which is consistent with inpatient activity levels.

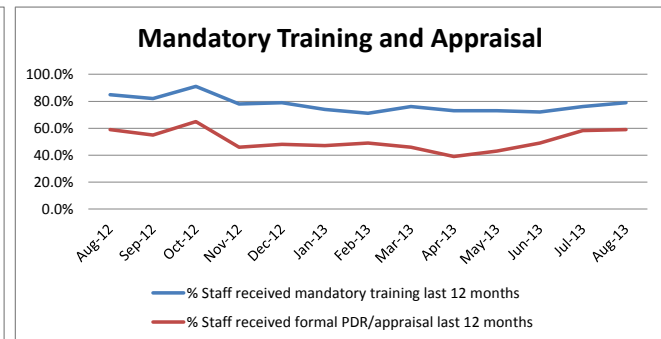
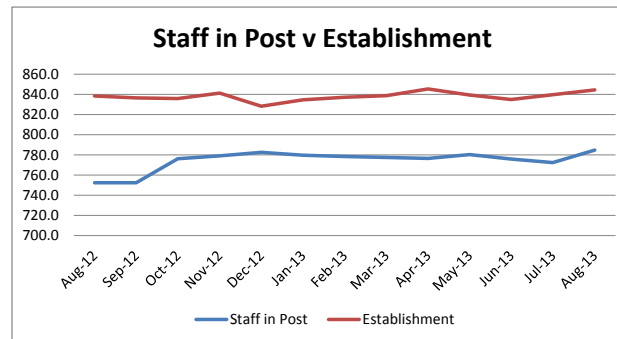
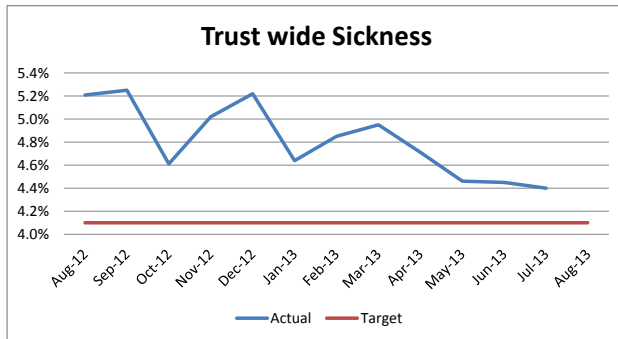
**Monthly Report**

Workforce Indicators as at August 13

**Headlines**

-  The number of staff employed has increased and the level of vacancies reduced
-  Sickness has reduced significantly
-  Mandatory Training and Appraisal rates have improved but do remain below target

Workforce	Monitor	National	CQC Standard		Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Aug-13	13/14 Full Year Position
			13	Total WTE Employed	752.4	752.3	776.2	779.0	782.6	779.6	778.6	777.5	776.5	780.5	775.8	772.5	784.9	
			13	Total WTE Employed as % of Establishment	89.7%	89.9%	92.9%	92.6%	94.5%	93.4%	93.0%	92.7%	91.8%	93.0%	92.9%	92.0%	92.9%	
			13	Staff Turnover (%)	10.0%	10.4%	10.3%	10.4%	10.4%	11.1%	12.6%	12.7%	11.6%	12.0%	12.6%	12.5%	12.5%	
			13	% of Sickness - Trust wide	5.2%	5.3%	4.6%	5.0%	5.2%	4.6%	4.9%	5.0%	4.7%	4.5%	4.5%	4.4%	3.1%	
			13	Agency % of Staff Cost	7.5%	5.4%	5.4%	4.2%	4.2%	5.6%	6.4%	8.7%	6.1%	8.0%	8.4%	6.1%	6.5%	
			13	Temporary staffing hours as a % of establishment														
			13	% Staff received mandatory training last 12 months	85%	82%	91%	78%	79%	74%	71%	76%	73%	73%	72%	76%	79%	
			13	% Staff received formal PDR/appraisal last 12 months	59%	55%	65%	46%	48%	47%	49%	46%	39%	43%	49%	58%	59%	
			13	% of required staff receiving safeguarding training									33%	30%	21%	49%		
			13	Qualified Nurse / Bed ratio														
			13	Staff Net Promoter score											3.84			
													36.570795	34.81075	34.52177	33.98956	24.33221	



**Workforce Commentary**

There has been a net growth of 12WTE in August and a further net growth of circa 12WTE is expected in September. Recruitment activity continues to be high to support this increase in the workforce

Mandatory training increased by 9% in August and attendance at the first two courses in September exceeded 70 delegates and therefore further improvement is expected in September

Appraisal levels have increased by 4% in August. The key areas with large numbers of staff still to be appraised are doctors, medical secretaries, Theatres, IT, R+T and Informatics. The majority of medical and theatre staff will be appraised by the end of September. Plans will be secured for R+T, IT and Informatics




The increase in agency spend is due to increased usage in ADCU associated with the opening and staff sickness levels and in Theatres.

Sickness has reduced in all areas of the Trust most notably in Theatres during August

## Monthly Report

Financial Performance as at August 13

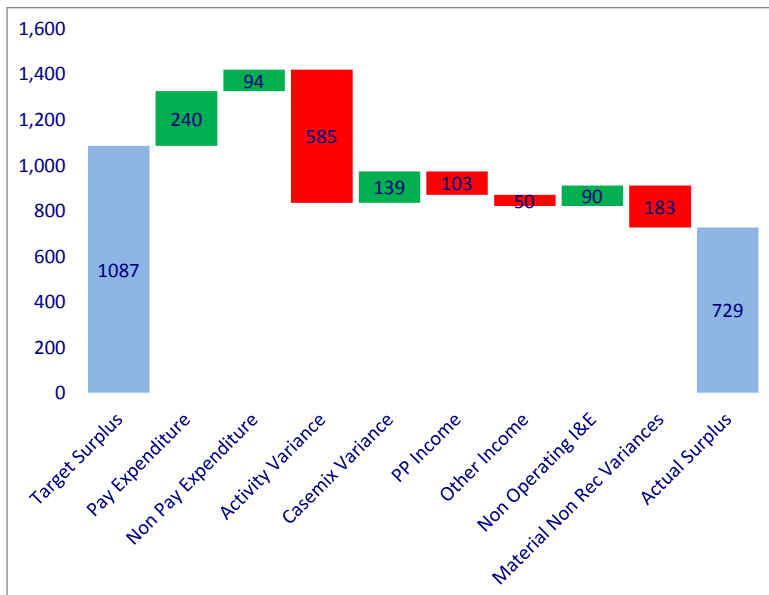
### Headlines

-  The Trust achieved a Month 5 financial surplus of £729,000 against a plan of £1,087,000 which is £358,000 behind trajectory.
-  For the third month running we have seen an under recovery in healthcare income primarily due to elective inpatient underperformance.
-  Achievement against the Trusts CIP target currently sits at £1,125,000, of which 92% is recurrent. This is £205,000 behind the August target of £1,038,000.

### Trust Financial Metrics

	Year to Date		
	Actual	Plan	Risk Rating
EBITDA Margin	7.2%	8.4%	3
EBITDA Achieved (%)	83.4%	100.0%	3
Net Return after Financing	3.0%	4.5%	5
I&E Margin	2.4%	3.5%	4
Liquidity Risk (Days)	76.43	82.43	5
<b>Overall Risk Rating</b>			<b>4</b>

### Trust Performance Bridge Graph - Actual v Monitor Plan



### Executive Financial Summary

#### Overall Performance

For the month of August the Trust made a surplus of £127,000 against a planned surplus of £120,000. The Trust therefore has a year to date surplus of £729,000 against a plan of £1,087,000 which is £358,000 behind plan. This is a minor improvement of £7,000 from the end of month 4.

It is forecast that the Trust has a Monitor Financial Risk Rating of 4 for the year to date.

The normalised surplus for the Trust, having removed both material income and expenditure non-recurrent items stands at £912,000.

#### Income

We continue to under recover in healthcare income compared to plan. The primary driver for this is an underperformance in elective inpatient activity which in August was 50 cases or 10% behind plan for the month. This trend has been consistent for the past 3 months.

On the positive side we have seen an increase in the average price of elective inpatient episodes and have not been required to pay fines to commissioners for over 52 week waiters which has partly mitigated elective inpatient underperformance.

#### Pay

The paybill reduced by £72,000 from July to August but still remains above that expected given the levels of activity and is £50,000 or 2% higher than 12 month average. This continues to be driven by the on-going cost of agency staffing and the premium cost out of hours work which are both in line with the average for the past 12 months as opposed to the reduction that would be hoped for given reduced activity levels in August.

Compared to the Monitor plan we are spending less on pay than predicated. When the Monitor plan was set we were anticipating activity over performance to meet the £1.1m income CIP target. This and the associated costs are yet to materialise which shows as a negative activity variance and a positive pay variance on the Performance Bridge Graph. Slippage on Business Planning Developments is also contributing.

#### Non Pay

Non pay spend was low for the month (£120,000 less than the average for the first 4 months) driven by the reduced activity in August and underperformance in elective inpatient activity which tend to have high non pay costs (particularly in prosthesis). As with pay we are now showing a positive variance which is driven by the general underperformance plus not achieving planned activity growth.

#### CIP

Achievement against the Trusts CIP target currently sits at £1,198,000, of which 92% is recurrent. This is £132,000 behind the month 5 target of £1,330,000.

#### Balance Sheet & Cash Flow

The Trust finished the period with a Statement of Position broadly in line with plan. Cash balances remain healthily but is £2.9m behind plan which continues to be driven by delays in payments from newly established commissioning organisations (£1.3m) and lower than planned creditor accrual levels (£2.0m).

## Monthly Report

Financial Efficiency Indicators as at August 13

### Headlines



The Trust's monthly paybill of £3.25m is £0.05m greater than the yearly average, driven by the cost of premium rate working and continued use of agency staff



The agency usage has been reducing over the last four months which coincides with the increase in bank staff usage.



Trusts surplus is behind target by £358,000.

	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Aug-13	
Cost of Staffing	Total Paybill	£3,168,000	£3,075,000	£3,138,000	£3,071,000	£3,069,000	£3,168,095	£3,247,000	£3,388,000	£3,216,996	£3,313,000	£3,259,000	£3,324,000	£3,252,000
	Substantive Pay	£2,729,000	£2,652,000	£2,737,000	£2,723,000	£2,713,000	£2,800,783	£2,813,000	£2,841,000	£2,809,592	£2,852,000	£2,822,000	£2,864,000	£2,806,000
	Bank Pay	£195,000	£251,000	£227,000	£214,000	£222,000	£183,483	£226,000	£246,000	£203,441	£187,000	£197,000	£252,000	£230,000
	Overtime Pay	£5,000	£6,000	£4,000	£4,000	£5,000	£5,665	£4,000	£5,000	£9,915	£4,000	£4,000	£4,000	£5,000
	Agency Pay (excluding Medical Locums)	£147,000	£137,000	£108,000	£66,000	£75,000	£140,543	£123,000	£234,000	£139,565	£241,000	£191,000	£150,000	£144,000
	Medical Locum Pay	£91,600	£29,000	£62,000	£64,000	£54,000	£37,621	£80,000	£62,000	£54,484	£28,000	£81,000	£54,000	£67,000
	ADH Payments - Surgical	£20,000	£30,000	£16,500	£20,000	£25,000	£28,000	£45,000	£40,000	£26,000	£38,000	£20,000	£17,000	£26,000
	ADH Payments - Clinics	£16,000	£11,000	£15,000	£10,000	£7,000	£14,000	£20,000	£17,000	£11,000	£14,000	£7,000	£17,000	£9,000
	ADH Payments - Anaesthetics	£33,000	£21,000	£22,000	£25,000	£27,000	£35,000	£48,000	£84,000	£46,000	£47,000	£48,000	£63,000	£46,000
	ADH Payments - Spot Work & Strategy	£1,000	£1,000	£2,000	£1,000	£1,000	£1,000	£1,000	£0	£0	£0	£0	£0	£0
Income & Efficiency	Trust Surplus	£957,000	£1,716,000	£2,057,000	£2,485,000	£2,350,000	£2,033,000	£2,074,000	£2,203,000	£-66,000	£250,000	£305,000	£602,000	£729,000
	Normalised Surplus	£957,000	£960,000	£1,301,000	£1,740,000	£1,605,000	£1,397,000	£1,409,000	£1,853,000	£-66,000	£250,000	£443,000	£891,000	£912,000
	Total Income	£5,599,000	£5,540,000	£6,110,000	£6,032,000	£5,815,000	£5,395,000	£5,727,000	£6,409,000	£5,910,000	£6,135,000	£5,914,000	£6,575,000	
	CIP	£3,181,000	£3,244,000	£3,309,000	£3,531,000	£3,579,326	£3,630,122	£3,679,000	£3,820,000	-	£339,000	£561,000	£869,000	£1,125,000

### Summary

The Trust's monthly paybill decreased by £72,000 between July and August, there has also been reduction in bank and agency usage

## Monthly Report

### Cost Improvement Performance as at August 2013

#### Headlines



Achievement currently sits at £1,198,000, of which 92% is recurrent. This is £132,000 behind the target after Month 5



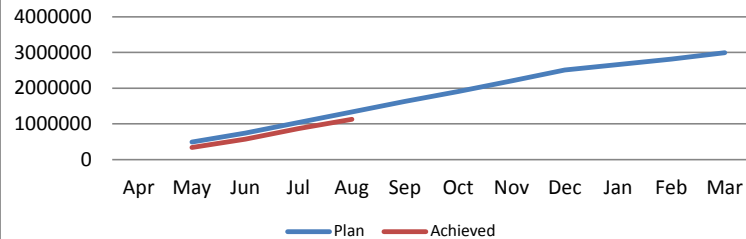
To date only 40% of the required CIP value is completed and implemented. 23% is not identified or ideas at this stage



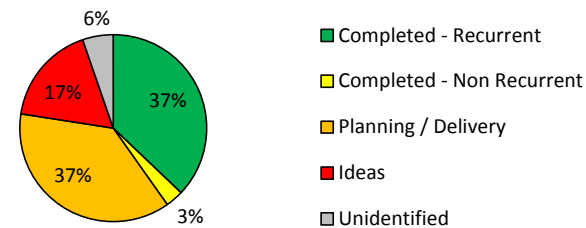
No medium or high risk quality issues have been raised or identified

Cost Improvement Programme	%age Achieved	Target £'000	C/F £'000	Revised £'000	Completed - Recurrent £'000	Completed - Non Recurrent £'000	Planning / Delivery £'000	Ideas £'000	Unidentified £'000	
	Clinical Directorates	40%	1,119	(11)	1,108	400	47	158	303	198
Corporate Areas	58%	774	0	774	406	45	152	211	(40)	
Income	27%	1,100	0	1,100	300	0	800	0	0	
<b>Total</b>	<b>40%</b>	<b>2,993</b>	<b>(11)</b>	<b>2,982</b>	<b>1,106</b>	<b>92</b>	<b>1,110</b>	<b>514</b>	<b>158</b>	
					<b>1,198</b>					

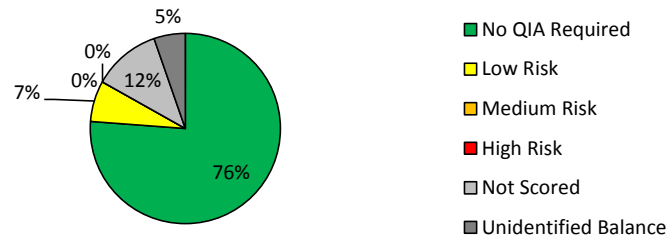
#### Total CIP Achievement v Plan



#### CIP Schemes by Delivery Category



#### CIP Schemes by Quality Risk



#### CIP Schemes by Implementation Risk

