

Trust Board Meeting: Wednesday 12 March 2014

TB2014.45

Title	Finance & Performance Committee Chairman's Report
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Status	For Information
History	This is a regular report to the Board

Board Lead(s)	Mr Christopher Goard, Committee Chairman			
Key purpose	Strategy	Assurance	Policy	Performance

1. Introduction

The Finance and Performance Committee met on 12 February 2014. The main issues raised and discussed at the meeting are set out below.

2. Significant issues of interest to the Board

The following issues of interest have been highlighted for the Trust Board:

- 2.1. The Committee received a presentation from the management team of the Surgery and Oncology Division, providing an update of activity and performance, and outlining the potential for future opportunities. The Division was on course to deliver savings of £1.9M for 2013/14. It was reported that the potential for some additional income had been lost, due to a number of transplant operations having to be turned down because of a lack of critical care capacity. The Division was leading work to strengthen the multi-disciplinary team approach to managing the most complex cancer patients, where treatment options were uncertain;
- 2.2. The Committee considered the performance of the Trust against key operational and financial targets. Waiting times for diagnostic tests had worsened, as had performance against the 4 hour A&E target, and 18 week Referral to Treatment [RTT] target. The Committee received assurances on the trajectory for improvement but noted that the position would worsen in the short run as mitigating actions were implemented;
- 2.3. Delays in transfer of care were at their highest for 2013/14. The Trust had spent £14.1m to manage additional activity. Income was currently £18.7m above plan. A detailed plan was in place to ensure that capital expenditure was in line with the budget, and would be delivered as such.
- 2.4. The Committee considered an analysis of staff agency spend for 2013/14, and noted that whilst a premium was paid for bank and agency staff, an element of flexible staffing within the Trust was essential to meet service needs. However concern was noted at the forecast level of expenditure and that the additional activity was potentially being undertaken at a loss and this needed to be reviewed to identify whether expenditure costs could be reduced.
- 2.5. A project update relating to Outpatients was received. This confirmed that good progress continued to be made, with new templates for all outpatient areas to be implemented by the end of May 2014.

3. Key Risks Discussed

The following risks were discussed:

- 3.1. Management of staff agency spend, to be improved by the development of a more transparent process for booking staff, to help identify the number of WTE agency staff being used across the Trust;
- 3.2. Delivery of the forecast financial outturn in relation to the higher than plan activity levels.

4. Agreed Key Actions

The Committee agreed actions in relation to:

- Analysis of breaches in the Emergency Department, to identify whether any further targeted action could be taken;
- Review of proximity values for risks relating to delayed transfers of care and failure to gain market share.

5. Future Business

Areas upon which the Committee will be focusing in the next three months include:

- Divisional presentations aligned to the revised clinical structure;
- Review of the Quarter 4 Compact Letters;
- An update on the Trust's physical estate, focusing on the PFIs;
- Update on the Electronic Patient Record project;

6. Recommendation

The Trust Board is asked to note the contents of this paper.

Mr Christopher Goard
Finance and Performance Committee Chairman

March 2014