

TRUST BOARD – 25 SEPTEMBER 2013

**FINANCE AND PERFORMANCE COMMITTEE – 18 SEPTEMBER 2013
EXECUTIVE SUMMARY REPORT**

PURPOSE	To present to the Trust Board the report from the Finance and Performance Committee (FPC) meeting of 18 September 2013
PREVIOUSLY CONSIDERED BY	N/A
Objective(s) to which issue relates *	<input checked="" type="checkbox"/> 1. To continuously improve the quality of our services in order to provide the best care and optimise health outcomes for each and every individual accessing the Trust's services <input checked="" type="checkbox"/> 2. To excel at customer service, achieving outstanding levels of communication and patient, carer and GP satisfaction <input checked="" type="checkbox"/> 3. To provide and support the best standards of integrated care for the elderly and those with long term conditions by developing key partnerships and services <input checked="" type="checkbox"/> 4. To consolidate services and enhance local access to specialist services in order to deliver high quality, safe, seamless, innovative and integrated services which are sustainable <input checked="" type="checkbox"/> 5. To support the continued development of the Mount Vernon Cancer Centre and provision of leading local and tertiary cancer services <input checked="" type="checkbox"/> 6. To improve our staff engagement and organisational culture to be amongst the best nationally
Risk Issues (Quality, safety, financial, HR, legal issues, equality issues)	Key assurance committee reporting to the Board Financial risks as outlined in paper
Healthcare/ National Policy (includes CQC/Monitor)	Potential risk to CQC outcomes Key statutory requirement under SFIs, SOs. Healthcare regulation, DH Operating Framework and other national performance standards
CRR/Board Assurance Framework *	<input type="checkbox"/> Corporate Risk Register <input checked="" type="checkbox"/> BAF
ACTION REQUIRED *	
For approval	<input type="checkbox"/>
For discussion	<input checked="" type="checkbox"/>
For decision	<input type="checkbox"/>
For information	<input type="checkbox"/>
DIRECTOR:	Chair of FPC
PRESENTED BY:	Chair of FPC
AUTHOR:	Board Committee Secretary/Company Secretary
DATE:	20 September 2013

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Floodlight scorecard Month 5

The FPC considered the floodlight scorecard for Month 5 including exception reports on statutory and mandatory training and health and safety. It was noted the scorecard contained minor inaccuracies which would be revised for Trust Board. The FPC had a lengthy discussion on the format of the floodlight as it was agreed it required additional narrative and supporting information to signpost Board members to the areas of real concern. The Committee recommended this be provided by way of a narrative for Board including an indication of trajectories against absolutes; this would commence from October 2013.

The Director of Nursing provided an update on the on-going work taking place to improve targets for staff compliance in the 9 competencies of statutory and mandatory training. The FPC noted the link to the new appraisal framework which stipulates that training has to be completed before an increment is granted and welcomed the plans in place to maintain future statutory and mandatory compliance.

The Committee discussed the health and safety exception report in particular with regard to physical and mental abuse and was assured the Trust monitors these very well.

Finance Report Month 5

The Committee reviewed the finance report for Month 5 which sets out the financial position of the Trust at 30 August 2013. The Trust is marginally behind plan in the month however the Committee noted that, if the costs for Surgicentre mobilisation were excluded, a small positive variance would have been achieved. The FPC noted the critical impact operating the Surgicentre will have on the year end forecast (a reduction in surplus by £2m) and requested a revised forecast be provided in October, with a clearer understanding of the major actions in place to improve productivity.

The FPC was pleased to note that clinical income for August showed a healthy surplus of £805k versus plan but was concerned at the non-achievement/slippage of Trust CIP schemes and non-pay variances.

Understanding Vacancies

The Committee was pleased to receive this report which has been undertaken to provide a better understanding of vacancies across the Trust. The Director of Workforce reported that clearer knowledge will ensure correct budgeting for permanent/flexible staffing and improved planning and management of recruitment processes.

Nursing Establishment Review Update

The Director of Nursing presented the Committee with an update on the nursing establishment review which was undertaken in light of key recommendations made in the Francis Report and the FPC noted, as this was currently a major media concern, this would also be addressed at Board. The Committee received assurance that the Trust is focusing on staffing ratios and skill mix and that with immediate effect all wards will have the agreed funded establishment and skill mix by shift displayed on the ward, including RAG rating, to inform and provide assurance to patients and relatives. The Director of Nursing received the congratulations of the Committee for the work on-going to address this review and the FPC highlighted the importance of maintaining patient safety.

SLR Project Update

The FPC was pleased to receive an update on progress with implementing Service Line Reporting and noted that a presentation by the project team will take place in November.

Workforce Report Month 5

The Committee received the Month 5 workforce paper which provides information on standard monthly metrics and Trust-wide issues relating to management of the workforce. The Committee was particularly concerned at the latest expenditure on bank and agency staff indicating an increase from July of £93k. However, it was assured this is expected to drop as a consequence of the cohort nursing recruitment and auto-enrolment onto the bank of all Trust staff. The FPC was pleased to note the successful delivery of the TUPE transfer of 40 Carillion staff to the Trust as a result of the Trust taking responsibility for the Surgicentre on 14 September. The FPC had a lengthy discussion on the CRB/DBS employment check project, undertaken following an audit on pre-employment checks by PWC earlier in the year, and requested clarity on agency, contractors and volunteer CRB checks at Board.

Our Changing Hospitals

(i) Progress Report

The Director of Strategic Development presented the monthly report on the Our Changing Hospitals programme and the key risks and mitigations under each project. Of particular interest was the extension to the new Emergency Department which was opened and operational for adult emergency services as planned on 28/29 August 2013. In relation to OCH and the floodlight scorecard, the FPC Chair requested a front page summary for board highlighting which issues are red/amber with explanations.

(ii) Surgicentre

The Director of Strategic Development introduced this paper which provided an update on the transfer of the Surgicentre and clinical service to the Trust on 14 September. The FPC expressed appreciation for the work undertaken by Trust work streams to ensure the successful take-over from Clinicenta and the Director of Strategic Development confirmed the appreciation felt by both the CCG and Clinicenta. The Committee recommended further discussion in Part I of Board highlighting the positive outcomes of the transfer with broader analysis of the financials in Part II.

Performance Report Month 5

The Associate Director of Operations presented the performance report for Month 5 and the Committee noted the Trust's Monitor Compliance Framework Quarterly Risk rating of green and TDA provider management regime monthly governance risk rating of green/amber. It was also noted that the previous month's rating be retrospectively amended to green/amber following receipt of a late referral resulting in failure of the 62-day cancer standard. In relation to stroke issues, the FPC requested a strategy be presented for the October meeting to address these concerns. The Committee discussed winter pressures and was assured that the Trust was considering commissioning Medihome to provide capacity to manage up to 20 patients per day via an Acute Home Healthcare (AHH) model as part of its 'winter pressures' capacity strategy.

Pathology Hot Laboratory Business Case Presentation

The FPC received the Pathology Hob Laboratory Business Case which will enable delivery of acute services consolidation in October 2014 and the Transforming Pathology Partnership scheme. Following discussion the FPC unanimously approved the business case and recommended final approval at Board, requesting a 5-page executive summary only for consideration.

Tender Waivers

The FPC considered the quarterly waiver report provided by HSMC and requested further detail be provided against the material waivers approved since 1 April 2013.

Market Report Review

The Committee discussed the market report review and approved the development and production of a market 'dashboard' to address the Trust's competitive position and promote proactive marketing activity.

Strategic Projects Review

The FPC reviewed the monthly report which identifies the key strategic projects being managed by the Trust and agreed further refinement is necessary.

Julian Nicholls**Chair**

19 September 2013