

**WEST LEICESTERSHIRE CLINICAL COMMISSIONING GROUP
BOARD MEETING**

12th March 2019

Title of the report:	Finance Report
Section:	Managing Our Finances
Report by:	Gill Killbery, Deputy CFO
Presented by:	Spencer Gay, CFO

Report supports the following West Leicestershire CCG's goal(s):			
Improve health outcomes		Improve the quality of health-care services	
Use our resources wisely	✓	✓	

Equality Act 2010 – positive general duties:
1. The CCG is committed to fulfil its obligations under the Equality Act 2010, and to ensure services commissioned by the CCG are non-discriminatory on the grounds of any protected characteristics.
2. The CCG will work with providers, service users and communities of interest to ensure any issues relating to equality of service within this report are identified and addressed.

Additional Paper details:	
Please state relevant Constitution provision	Section 5.3.1(b) – General financial duties Section 6.6.1(f) – Governing body functions: monitoring performance against plans
Please state relevant Scheme of Reservation and Delegation provision (SORD)	N/A
Please state relevant Financial Scheme of Delegation provision	N/A
Please state reason why this paper is being presented to the WLCCG Board	To note the contents of the report
Discussed by	WLCCG Finance Team
Alignment with other strategies	Operational Plan
Environmental Implications	None identified
Has this paper been discussed with members of the public and other stakeholders? If so, please provide details	No

EXECUTIVE SUMMARY:

1. The forecasted financial position base on month 10 accounts has been reported as breakeven.
2. Significant variances are apparent in independent sector elective services and prescribing, while continuing health care continues to underspend. All available resources have been released to balance the year end position.
3. QIPP workbooks are indicating a shortfall in delivery of £1.2m. This is reflected in the year end position.
4. Risks remaining relate to specialised services, increasing acute activity, QIPP delivery and prescribing.
5. Activity data received for month 9 shows first outpatients, A&E and non-elective inpatients (>1 day LOS) activity continuing above plan.
6. The underlying position indicates that the CCG is operating with recurrent costs circa £8m greater than 18/19 recurrent allocations. This will be the first call on growth in 19/20.

RECOMMENDATION:

The West Leicestershire Clinical Commissioning Group is requested to:

NOTE the contents of this report.

WEST LEICESTERSHIRE CLINICAL COMMISSIONING GROUP

BOARD MEETING

12th March 2019

Finance Report

INTRODUCTION

1. This report provides an overview of the CCG's financial position as at Month 10 of the year ending 31st March 2019. This includes main areas of variation, risks and mitigations.
2. In addition, the report highlights the impact of 18/19 recurrent financial position on the 19/20 plan.

No.	Matter	References
	<i>Financial Performance</i>	
1.	<u>Year to Date Position:</u> <p>The year to date position has been declared as an overspend of £0.6m. Variances have worsened against NHS acute services, Non acute and primary care. Contingency reserves along and other mitigations (some of which are non recurrent), have been utilised to reduce the overall in year position down to the declared overspend.</p> <p>A&E activity is significantly higher than planned along with elective inpatients and first outpatients.</p> <p>Prescribing costs relating to 'No Cheaper Stock Obtainable' (NSCO) issues continue, with the year to date position showing £1.4m unplanned spend.</p> <p>Continuing Health care costs are below plan, an underspend is being seen of £0.7m after delivery of planned QIPP. Significant work has been done, and continues which it is anticipated will improve the position further.</p>	
1.	<u>Full-Year Outturn</u> <p>The CCG is currently forecasting a breakeven position.</p> <p>Although a significant number of contract challenges have now been agreed with UHL there is still circa £1m outstanding. A risk adjusted proportion of this has been included within the year end forecast.</p> <p>The position includes £2.3m non-recurrent funding made available through an LLR risk share agreement and the utilisation of a further £3.6m of non-recurrent allocations from various sources.</p> <p>Further QIPP acceleration resulting in an additional £0.5m savings has also been factored into the Forecast.</p>	See Appendix 1
2.	<u>Better Payment Practice Code (BPPC)</u> <p>The CCG is meeting its BPPC target for NHS and Non NHS suppliers both in month and for the year to date.</p>	

3.	<p><u>Cash Management</u></p> <p>In the first ten months of the year, the CCG received £375.5m funding from the Department of Health and an additional £6.1m from other sources. The majority of this cash has been spent, leaving a balance of £0.149m in the bank at the end of the period.</p> <p>This is well inside the recommended maximum of £0.463m (being 1.25% of the amount drawn down at the beginning of the month).</p>	
	<u>QIPP</u>	
4.	<p><u>QIPP performance</u></p> <p>£19m QIPP has been assumed deliverable within the financial position. This includes £0.8m rag rated Red or Amber by the PMO team.</p>	See Appendix 2
	<u>Activity</u>	
5.	<p><u>Activity Performance</u></p> <p>The largest area of variance from plan is A&E attendances. These are significantly above plan (12.6%) and on an increasing trajectory. First outpatient attendances are also above plan by 5.4% (13.2% up on last year), which may flow through to elective activity and follow ups.</p>	See Appendix 3
	<u>Risk</u>	
5.	<ol style="list-style-type: none"> 1. Risks to financial delivery are being highlighted in all areas of the CCG's financial responsibility: 2. Risk arising from Non delivery of QIPP schemes <p>QIPP schemes are being monitored via the LLR PMO. The current forecast position assumes the majority of SRO anticipated QIPP will materialise. A further £0.5m risk remains.</p> 3. Risk arising from increased payable activity: <p>The CCG planned to utilise the national standard uplift in activity volumes. Activity above this level is therefore resulting in financial pressure on the CCG. UHL had declared a lack of capacity to meet this national demand and therefore a capacity reserve of £3.4m was been set aside to fund the activity should it occur elsewhere in the system. The forecasts at individual provider level are utilising this reserve in its entirety. UHL has declared an intention to significantly increase its elective activity throughput during the last three months of the year.</p> 4. Risk arising from national changes to prescribing costs: <p>NCSO costs have continued in year. Plans were set (as per national guidance) on the assumption that NCSO costs would not occur in 18/19. Additionally NHS England has announced the removal of the Category M price deflator that it imposed in August 2017. The current financial position assumes this cost pressure will be offset by an equal reduction in NCSO applications and therefore has not been separately forecasted. (Risk of approximately £0.2m)</p> 	

	19/20 Plan	
	<p><u>Underlying Position</u></p> <p>The CCG has recurrently committed financial resources in excess of its 18/19 base allocation in relation to the financial pressures on the prescribing budget and increases in acute activity. Non recurrent funding sources and delays in spending have been used in 18/19 to support the financial bottom line in order to deliver a breakeven position. These Non recurrent allocations and delays will not be available in 19/20, giving the CCG an immediate financial pressure of approximately £8m against its growth funding. As a result of this underlying financial pressure it is proving very difficult for the CCG to develop a deliverable financial plan which achieves the financial target set for us in 2019/20 (break-even). Work continues to assess the level of risk and attempt to close the financial gap ahead of finalising our plan for 2019/20.</p> <p><u>Plan Approval</u></p> <p>A Final financial Plan will be presented to the CCG Finance and Planning Committee on the 26th March. After detailed discussion a recommendation will be made to an extraordinary Board meeting (date to be finalised) prior to final submission of the plan on the 4th April 2019.</p>	

CONCLUSION:

The position presented is one of overspend year to date with a breakeven forecast.

All contingencies have been utilised to cover the pressure materialising across prescribing and acute activity this has then been supplemented with significant non-recurrent mitigations which will impact on resources available for further growth and development in 19/20.

The main risks to financial balance are currently related to prescribing, acute activity and QIPP delivery.

A&E attendances are on an upward trend. This continues to flow through into increasing non elective costs.

RECOMMENDATION:

The West Leicestershire Clinical Commissioning Group is requested to:

NOTE the contents of this report

Summary Financial Position 2018/19

M10

	Annual Budget	Year to Date			Forecast Outturn			
		Budget	Spend	Variance	Annual spend	Recurrent Variance	Non Recurrent Variance	Total Variance
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Programme Costs								
Secondary Care Commissioning:								
Acute NHS	224,240	188,379	189,684	1,304	226,427	2,188	-	2,188
Acute Non-NHS	7,794	6,539	8,006	1,467	9,679	1,885	-	1,885
Urgent Care Contracts	10,779	9,082	8,855	(227)	11,155	377	-	377
Total Acute Care (See Appendix 2)	242,813	204,000	206,544	2,544	247,262	4,449	-	4,449
Non Acute Contracts	60,463	50,386	51,661	1,275	61,816	1,354	-	1,354
Non Acute Programmes	33,594	27,995	27,452	(543)	33,088	(506)	-	(506)
Continuing Care	33,564	27,970	27,190	(780)	32,372	(1,192)	-	(1,192)
Total Non Acute Care (See Appendix 2)	127,620	106,350	106,303	(48)	127,276	(345)	-	(345)
Co-Commissioning	47,562	39,635	40,427	791	48,492	930	-	930
CCG-Led Primary Care	57,999	48,202	51,854	3,652	62,225	4,227	-	4,227
Total Primary Care (See Appendix 3)	105,561	87,837	92,280	4,443	110,718	5,156	-	5,156
Reserves	10,146	9,691	2,029	(7,663)	(1,083)	-	(11,229)	(11,229)
17/18 Under/Over Accruals	-	-	1,309	1,309	1,715	-	1,715	1,715
Total Reserves (See Appendix 4)	10,146	9,691	3,338	(6,354)	633	-	(9,513)	(9,513)
Programme Infrastructure								
Hosted Recharges	291	243	241	(1)	290	(2)	-	(2)
Other Non pay	174	145	107	(39)	128	(46)	-	(46)
Total Other Programme Costs (See Appendix 5)	465	388	348	(40)	418	(48)	-	(48)
Total Programme Costs	486,605	408,267	408,813	546	486,305	9,213	(9,513)	(300)
InFrastructure Running Costs								
CCG Teams	5,757	4,796	4,608	(188)	5,711	(46)	-	(46)
Hosted Teams	1,220	1,017	1,304	288	1,566	346	-	346
Total Running Costs (See Appendix 6)	6,977	5,813	5,912	100	7,277	300	-	300
Total	493,582	414,080	414,725	646	493,582	9,514	(9,513)	0

Variance Against Plan

646

0

Appendix 5 Full WL CCG QIPP Dashboard

Scheme no. for LLR Summary Report	Scheme Name	Deliverables	Milestones	Total Risks	Issues	Overall PMO RAG ratings	Grouping / Function	Annual Plan	Sum of Revised FOT	Sum of Low Finance Confidence	Sum of Medium Finance Confidence	Sum of High Finance Confidence
1	Ambulatory Care	Purple	Purple	Purple	Purple	Purple	Integrated Teams workstream	0	0	0	0	0
2	Demand Management HUB: MSK, Dermatology (RSS)	Amber	Green	Amber	Green	Amber	Planned Care Workstream	0	(12)	0	0	(12)
4	Orthotics Procurement(Blatchfords)	Blue	Blue	Blue	Blue	Blue	Community	(75)	(154)	0	0	(154)
5	Pathway 3 Control/Risk Share	Green	Green	Green	Green	Green	Urgent Care Workstream	(300)	(316)	0	0	(316)
6	Coding and Counting	Grey	Grey	Grey	Grey	Grey	Contracting	0	0	0	0	0
12	Removal of double payment to LPT for UHL discharge co-ordinators (Primary Care Co-ordinators)	Purple	Purple	Purple	Purple	Purple	Community	(140)	0	0	0	0
13	Block Contracts at UHL	Blue	Blue	Blue	Blue	Blue	Contracting	(98)	(173)	0	0	(173)
15	UHL Contract Price negotiation - CAU	Blue	Blue	Blue	Blue	Blue	Contracting	(88)	(156)	0	0	(156)
16	UHL Contract Price Negotiation - CDU	Purple	Purple	Purple	Purple	Purple	Contracting	(295)	0	0	0	0
17	UHL Contract Price Negotiation - RDA's	Purple	Purple	Purple	Purple	Purple	Contracting	(147)	0	0	0	0
20	All historic AQP contracts to be reviewed	Grey	Grey	Grey	Grey	Grey	Planned Care Workstream	(686)	0	0	0	0
22	Independent Sector Contract Control	Grey	Grey	Grey	Grey	Grey	Contracting	0	0	0	0	0
23	Independent Sector - manage IPT transfers from UHL	Grey	Grey	Grey	Grey	Grey	Contracting	0	0	0	0	0
24	NCA's tighter controls	Amber	Green	Green	Green	Green	Contracting	0	0	0	0	0
27	Night Nursing contract negotiation - DHU	Blue	Blue	Blue	Blue	Blue	Urgent Care Workstream	(83)	(34)	0	0	(34)
29	DHU - all services/contracting redesign	Blue	Blue	Blue	Blue	Blue	Urgent Care Workstream	0	(28)	0	0	(28)
31	LD Pool -improved case management	Green	Green	Green	Green	Green	Mental Health/LD	(718)	(571)	0	0	(571)
32	Reduce corporate clinical input	Green	Green	Green	Green	Green	Corporate	(200)	(148)	0	0	(148)
34	Review and redesign in ICS/IP Beds/District Nursing	Purple	Purple	Purple	Purple	Purple	CommunityServices Redesign	(349)	0	0	0	0
35	EMAS - Negotiation of 18/19 contract	Blue	Blue	Blue	Blue	Blue	Contracting	(269)	(108)	0	0	(108)
36	LD Short breaks consolidation	Purple	Purple	Purple	Purple	Purple	Mental Health/LD	(87)	0	0	0	0
37	LPT CQUIN expectation	Green	Green	Green	Green	Green	Contracting	(189)	(325)	0	0	(325)
38	Stroke Rehab Bed Numbers Reduction Following redesign and investment	Blue	Blue	Blue	Blue	Blue	Community	(108)	(108)	0	0	(108)
39	Agnes unit - options for use	Grey	Grey	Grey	Grey	Grey	Mental Health/LD	0	0	0	0	0
40	Potential realignment of Community Hospital Beds across sites	Purple	Purple	Purple	Purple	Purple	CommunityServices Redesign	(105)	0	0	0	0
41	AHP/117 repatriation	Grey	Grey	Grey	Grey	Grey	Mental Health/LD	0	0	0	0	0
43	Vol Sector - Review VFM and service need	Green	Green	Green	Amber	Amber	Community	(580)	(12)	0	0	(12)
44	Derbyshire Healthcare non acute SLA negotiation	Grey	Grey	Grey	Grey	Grey	Contracting	(156)	0	0	0	0
47	Joint Funding University of Leicester	Red	Red	Red	Red	Red	Finance	(24)	0	0	0	0
49	Office Accommodation savings	Purple	Purple	Purple	Purple	Purple	Corporate	0	0	0	0	0
50	In House Legal expertise	Purple	Purple	Purple	Purple	Purple	Corporate	(60)	0	0	0	0
57	Readmissions reduction	Purple	Purple	Purple	Purple	Purple	Urgent Care Workstream	0	0	0	0	0
58	BCT Partnership office maintain spend in line with 17/18 outturn	Green	Green	Green	Green	Green	Corporate	(146)	(146)	0	0	(146)
59	Anticoag at UHL - moved into community	Blue	Blue	Blue	Blue	Blue	Community	(206)	(189)	0	0	(189)
61	Consider Staff Car Parking Charges	Grey	Grey	Grey	Grey	Grey	Corporate	0	0	0	0	0
63	Prior approvals (IFR's) tighter controls	Purple	Purple	Purple	Purple	Purple	Contracting	(147)	0	0	0	0
71	GPAU, Urgent Care flow and pathways - admissions impact	Grey	Grey	Grey	Grey	Grey	Urgent Care Workstream	0	0	0	0	0
72	MHSOP Review	Grey	Grey	Grey	Grey	Grey	Mental Health/LD	0	0	0	0	0
73	Independent Sector Contract - Circle, Loughborough	Grey	Grey	Grey	Grey	Grey	Contracting	0	0	0	0	0
74	Biologics Support Service (UHL)	Amber	Amber	Amber	Amber	Green	Medicine Management	0	0	0	0	0
81	Review of IAPT	Green	Green	Green	Green	Green	Mental Health/LD	0	(597)	0	0	(597)
11 WL	Review/Reduce expenditure on agency staff	Green	Green	Green	Green	Green	Corporate	(477)	(477)	0	0	(477)
18 WL	PRIMARY CARE - Federation QIPP scheme impact on acute demand	Red	Red	Red	Red	Red	Primary Care	(1,300)	(839)	(339)	0	(500)
21 WL	PRIMARY CARE - CBS investments reviewed	Red	Red	Red	Red	Red	Primary Care	(500)	0	0	0	0
25 WL	Review all LA Charges that come to the CCG outside of BCF	Green	Green	Green	Green	Green	Finance	0	(318)	0	0	(318)
26 WL	MPC controls	Red	Red	Red	Red	Red	Finance	(17)	(14)	(14)	0	0
51 WL	Primary Care Global Sum	Purple	Purple	Purple	Purple	Purple	Primary Care	0	0	0	0	0
52 WL	Primary Care Dispensing	Purple	Purple	Purple	Purple	Purple	Primary Care	0	0	0	0	0
54 WL	Estate Consolidation in Primary Care	Purple	Purple	Purple	Purple	Purple	Primary Care	0	0	0	0	0
55 WL	GPIT	Blue	Blue	Blue	Blue	Blue	Primary Care	(66)	(66)	0	0	(66)
56 WL	GP Staff Training cessation (East hosted)	Green	Green	Amber	Amber	Red	Primary Care	(70)	0	0	0	0
62 WL	Prescribing Stretch to £1m	Amber	Amber	Red	Red	Red	Medicine Management	(1,000)	(581)	0	0	(581)
68 WL	Nursing Homes	Grey	Grey	Grey	Grey	Grey	Medicine Management	0	0	0	0	0
7 WL	Primary Care - Federation QIPP, Quality SIP etc.	Grey	Grey	Grey	Grey	Grey	Primary Care	0	0	0	0	0
8 WL	Plan assumptions/Budget Reviews	Blue	Blue	Blue	Blue	Blue	Finance	0	(1,372)	0	0	(1,372)
82 WL	Stop Risk Stratification related investments	Grey	Grey	Grey	Grey	Grey	Primary Care	0	0	0	0	0
9 WL	Public Health Funding Flu Vaccines	Blue	Blue	Blue	Blue	Blue	Finance	(300)	(69)	0	0	(69)
A1	Cardiology	Grey	Grey	Grey	Grey	Grey	Integrated Teams workstream	(77)	0	0	0	0
A10	Audiology	Purple	Purple	Purple	Purple	Purple	Planned Care Workstream	(48)	0	0	0	0
A11	MSK Physiotherapy	Green	Green	Amber	Green	Green	Planned Care Workstream	(292)	(245)	0	0	(245)
A12	Physio	Amber	Amber	Red	Green	Amber	Planned Care Workstream	(32)	0	0	0	0
A13	Diagnostics - Imaging	Amber	Amber	Red	Amber	Green	Planned Care Workstream	(236)	(103)	0	0	(103)
A14	Diagnostics - Non Imaging	Amber	Amber	Red	Amber	Amber	Planned Care Workstream	(4)	(4)	0	0	(4)
A15	ED Front Door Model 1	Green	Green	Red	Red	Red	Urgent Care Workstream	(46)	(20)	(12)	0	(8)
A16	ED Front Door Model 2	Green	Green	Red	Red	Red	Urgent Care Workstream	(10)	(4)	(3)	0	(2)
A17	Increase & Improve Ambulatory Pathways 1	Green	Green	Red	Red	Red	Urgent Care Workstream	(59)	(26)	(15)	0	(11)
A18	Increase & Improve Ambulatory Pathways 2	Green	Green	Green	Green	Green	Urgent Care Workstream	(141)	(257)	0	(68)	(189)
A19	Increase & Improve Ambulatory Pathways 3	Green	Green	Green	Green	Green	Urgent Care Workstream	(27)	(31)	0	(8)	(22)

Appendix 5 Full WL CCG QIPP Dashboard

Scheme no. for LLR Summary Report	Scheme Name	Deliverables	Milestones	Total Risks	Issues	Overall PMO RAG ratings	Grouping / Function	Annual Plan	Sum of Revised FOT	Sum of Low Finance Confidence	Sum of Medium Finance Confidence	Sum of High Finance Confidence
A2	Respiratory	Red	Red	Red	Red	Red	Integrated Teams workstream	(53)	(1)	(25)	0	24
A20	Improved Clinical Triage	Green	Green	Red	Red	Red	Urgent Care Workstream	(5)	(2)	(1)	0	(1)
A21	Expansion of Clinical Navigation Hub	Green	Green	Red	Red	Red	Urgent Care Workstream	(60)	(26)	(16)	0	(11)
A22	Tighten Eligibility for NEPTS	Green	Green	Green	Green	Green	Urgent Care Workstream	(152)	(30)	0	(9)	(21)
A23	Urgent Diagnostic Pathways	Red	Red	Red	Red	Red	Urgent Care Workstream	(21)	(9)	(5)	0	(4)
A24	Increase Support for EMAS to reduce conveyances	Green	Green	Red	Red	Red	Urgent Care Workstream	(14)	(6)	(4)	0	(3)
A25	Discharge Pathways	Green	Green	Red	Red	Red	Urgent Care Workstream	(83)	(38)	0	0	(38)
A26	Frailty	Red	Red	Red	Red	Red	Urgent Care Workstream	(64)	(28)	(17)	0	(12)
A27	Passporting	Red	Red	Red	Red	Red	Urgent Care Workstream	(21)	(9)	(5)	0	(4)
A28 WL	Medicines Optimisation (CCG)	Green	Green	Green	Green	Green	Medicine Management	(2,000)	(2,000)	0	0	(2,000)
A29 WL	Cat M	Grey	Grey	Grey	Grey	Grey	Medicine Management	0	0	0	0	0
A3	Falls	Red	Red	Red	Red	Red	Integrated Teams workstream	(76)	85	0	0	85
A30WL	NSCO	Grey	Grey	Grey	Grey	Grey	Medicine Management	0	0	0	0	0
A31	Biosimilar Switches	Green	Green	Amber	Amber	Amber	Medicine Management	(394)	(452)	0	0	(452)
A32	Patent Expiry Humira®	Green	Green	Amber	Amber	Amber	Medicine Management	(185)	(347)	0	0	(347)
A33 WL	Move to VAT Free Route (TMP)- Tolvaptan	Green	Green	Amber	Amber	Amber	Medicine Management	(20)	(2)	0	0	(2)
A34	Adult Mental Health	Grey	Grey	Grey	Grey	Grey	Mental Health/LD	(547)	0	0	0	0
A35	Section 117 and AHP	Green	Green	Green	Green	Green	Mental Health/LD	(111)	(571)	0	0	(571)
A36	MH OOA Placements - additional provision in LPT	Green	Green	Amber	Amber	Amber	Mental Health/LD	(131)	(256)	0	0	(256)
A37	LD short breaks - other reviews	Grey	Grey	Grey	Grey	Grey	Mental Health/LD	0	0	0	0	0
A38	Community Health Services Various schemes	Purple	Purple	Purple	Purple	Purple	Community	(383)	0	0	0	0
A39	Community Equipment Scheme (returned equipment)	Green	Green	Green	Green	Green	Community	(75)	(100)	0	0	(100)
A4	EoL - CHC Deflected Patients	Red	Red	Red	Red	Red	Integrated Teams workstream	(460)	47	0	0	47
A40 WL	CCG Efficiencies (incl Execs)	Red	Red	Red	Red	Red	Corporate	(507)	0	0	0	0
A41	CHC	Green	Green	Green	Green	Green	CHC	(1,826)	(3,030)	0	0	(3,030)
A42	CHC Stretch	Green	Green	Green	Green	Green	CHC	(650)	(170)	0	0	(170)
A43 WL	BCF Slippage/contingency/savings plan	Green	Green	Amber	Amber	Green	Finance	(1,000)	(934)	0	(187)	(747)
A44	Integrated urgent care - Primary care	Green	Green	Green	Green	Green	Primary Care	(600)	(600)	0	0	(600)
A46	2. Repeat Ordering - FYE 3. Pregabalin - FYE 4. Technician Care Home Project - Reducing Waste	Grey	Grey	Grey	Grey	Grey	Medicine Management	0	0	0	0	0
A5	EoL Reduction in Emergency Admissions	Red	Red	Red	Red	Red	Integrated Teams workstream	(59)	0	0	0	0
A50 WL	Paediatric Pathways	Grey	Grey	Grey	Grey	Grey	Elective Care	0	0	0	0	0
A51 WL	ICS notice (ELR - Consider alongside 34, A51, 40.)	Grey	Grey	Grey	Grey	Grey	CommunityServices Redesign	0	0	0	0	0
A6	Demand Savings: New Appointments	Green	Green	Green	Green	Green	Planned Care Workstream	(293)	(179)	0	0	(179)
A7	Demand Savings: Follow Up Appointments	Green	Green	Green	Green	Green	Planned Care Workstream	(150)	(100)	0	0	(100)
A8	Demand Savings: Low Value Treatments	Green	Green	Green	Green	Green	Planned Care Workstream	(65)	(56)	0	0	(56)
A9	Pathway Redesign	Green	Green	Green	Green	Green	Planned Care Workstream	(535)	(138)	0	0	(138)
New 1 WL	Procurement price reduction Inflectra	Green	Green	Green	Red	Green	Medicine Management	0	(63)	0	0	(63)
NEW A	PCL Utilisation	Green	Green	Amber	Green	Amber	Planned Care Workstream	0	(11)	0	0	(11)
NEW B	Pathology - Target Tests	Green	Green	Green	Green	Green	Planned Care Workstream	0	(33)	0	0	(33)
NEW C	Alliance at Reduced Tariff	Green	Green	Amber	Green	Amber	Planned Care Workstream	0	(19)	0	0	(19)
NEW D	Avastin	Green	Green	Amber	Green	Red	Planned Care Workstream	0	0	0	0	0
NEW E	UHL CQUIN Delivery	Green	Green	Green	Green	Green	Contracting	0	(180)	0	(27)	(153)
NEW F	LPT Contract review including MH parity over investment	Red	Red	Red	Red	Red	Mental Health/LD	0	(50)	(50)	0	0
NEW G WL	Budget Review	Blue	Blue	Blue	Blue	Blue	Finance	0	(2,380)	0	0	(2,380)
NEW H	High Volume Service Users (EMAS/A&E)	Grey	Grey	Grey	Grey	Grey	Urgent Care Workstream	0	0	0	0	0
NEW I	Telehealth - Dedicated line for Care/Nursing/Residential Homes	Red	Red	Red	Red	Red	Urgent Care Workstream	0	0	0	0	0
NEW J	Audit of Readmission Rates	Grey	Grey	Grey	Grey	Grey	Urgent Care Workstream	0	0	0	0	0
NEW K	Reduction of EMAS conveyancing activity/Transfer o activity to UCCs	Red	Red	Red	Red	Red	Urgent Care Workstream	0	0	0	0	0
NEW L	Reduction of isolation and unnecessary hospital activity. Frailty & Isolation - BCF and community design;	Grey	Grey	Grey	Grey	Grey	Urgent Care Workstream	0	0	0	0	0
NEW M WL	CFO Prescribing Stretch	Red	Red	Red	Red	Red	Medicine Management	0	0	0	0	0
NEW N WL	GPIT review: utilisation of contract efficiencies	Red	Red	Red	Red	Red	Finance	0	0	0	0	0
NEW O	Assista	Green	Green	Green	Green	Green	Contracting	0	(15)	0	0	(15)
Grand Total								(20,498)	(19,212)	(506)	(299)	(18,407)

RAG Status Key:

	Scheme Status	Priority	Financial Confidence
Red	Open	High Risk	Low
Amber	Open	Medium Risk	Medium
Green	Open	Low Risk	High
Grey	Closed	N/A	N/A
Blue	Completed	N/A	N/A
Purple	Deferred to 19/20	N/A	N/A

Elective Daycases (EM10a)

Metric	Source	Currency	THIS YEAR												Totals	YTD @ M9	Change Atts (Vs Plan and 17/18)	% Change
			1	2	3	4	5	6	7	8	9	10	11	12				
			Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19				
18/19 Plan	From Unify Submis Atts		3,588	3,828	4,046	3,820	3,838	3,828	3,901	4,245	3,573	4,001	3,729	3,939	46,336	34,667		
Actual/Forecast	CCG Input	Atts	3,396	3,680	3,596	3,539	3,670	3,410	3,938	4,043	3,308				32,580	32,580	(2,087)	-10.9%
17/18 Actual (CCG)	From CCG Rtms	Atts	3,166	3,690	3,763	3,519	3,673	3,469	3,721	3,955	3,176	3,678	3,436	3,590	42,836	32,132	448	2.5%
Plan vs actual variance			(192)	(148)	(450)	(281)	(168)	(418)	37	(202)	(265)				(2,087)			

Elective Ordinary Admissions (EM10b)

Metric	Source	Currency	THIS YEAR												Totals	YTD @ M9	Change Atts (Vs Plan and 17/18)	% Change
			1	2	3	4	5	6	7	8	9	10	11	12				
			Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19				
18/19 Plan	From Unify Submis Atts		530	565	552	517	548	590	586	610	524	421	455	611	6,509	5,022		
Actual/Forecast	CCG Input	Atts	439	558	576	595	606	561	560	641	483				5,019	5,019	(3)	-0.1%
17/18 Actual (CCG)	From CCG Rtms	Atts	524	613	557	544	540	582	611	618	537	354	416	428	6,324	5,126	(107)	-3.9%
Plan vs actual variance			(91)	(7)	24	78	58	(29)	(26)	31	(41)				(3)			

Outpatients - First (EM8)

Metric	Source	Currency	THIS YEAR												Totals	YTD @ M9	Change Atts (Vs Plan and 17/18)	% Change
			1	2	3	4	5	6	7	8	9	10	11	12				
			Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19				
18/19 Plan	From Unify Submis Atts		8,044	8,916	9,037	8,272	8,650	8,854	9,080	9,502	7,786	9,086	8,337	9,169	104,733	78,141		
Actual/Forecast	CCG Input	Atts	8,477	9,449	9,036	8,961	8,955	8,475	9,662	9,572	7,876				80,463	80,463	2,322	5.4%
17/18 Actual (CCG)	From CCG Rtms	Atts	8,340	8,640	8,473	7,778	8,243	8,164	8,919	9,184	7,252	8,818	7,821	8,427	100,059	74,993	5,470	13.2%
Plan vs actual variance			433	533	(1)	689	305	(379)	582	70	90				2,322			

Outpatients - Follow-up (EM9)

Metric	Source	Currency	THIS YEAR												Totals	YTD @ M9	Change on Prior Year	% Change
			1	2	3	4	5	6	7	8	9	10	11	12				
			Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19				
18/19 Plan	From Unify Submis Atts		15,614	16,941	17,560	15,978	16,676	17,119	17,200	18,896	14,949	18,521	17,106	17,346	203,906	150,933		
Actual/Forecast	CCG Input	Atts	15,972	16,998	16,469	16,102	16,350	15,605	18,343	17,806	13,845				147,490	147,490	(3,443)	-4.2%
17/18 Actual (CCG)	From CCG Rtms	Atts	15,962	16,714	16,877	15,146	16,187	16,500	17,816	18,929	14,109	18,320	16,639	16,823	200,022	148,240	(750)	-0.9%
Variance to Plan			358	57	(1,091)	124	(326)	(1,514)	1,143	(1,090)	(1,104)				(3,443)			

Non Elective - 0 LoS (EM11a)

Metric	Source	Currency	THIS YEAR												Totals	YTD @ M9	Change Atts (Vs Plan and 17/18)	% Change
			1	2	3	4	5	6	7	8	9	10	11	12				
			Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19				
18/19 Plan	From Unify Submis Atts		874	886	933	953	899	975	993	962	901	1,092	1,003	840	11,311	8,376		
Actual/Forecast	CCG Input	Atts	882	972	919	909	901	860	913	931	831				8,118	8,118	(258)	-5.7%
17/18 Actual (CCG)	From CCG Rtms	Atts	902	922	896	902	848	956	985	942	843	973	904	928	11,001	8,196	(78)	-1.7%
Variance to Plan	Calculated	Atts	8	86	(14)	(44)	2	(115)	(80)	(31)	(70)				(258)			

Non Elective - +1 LoS (EM11b)

Metric	Source	Currency	THIS YEAR												Totals	YTD @ M9	Change Atts (Vs Plan and 17/18)	% Change
			1	2	3	4	5	6	7	8	9	10	11	12				
			Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19				
18/19 Plan	From Unify Submis Atts		2,239	2,268	2,234	2,180	2,209	2,294	2,275	2,276	2,348	2,385	2,158	2,407	27,273	20,323		
Actual/Forecast	CCG Input	Atts	2,252	2,390	2,209	2,322	2,272	2,197	2,250	2,390	2,386				20,668	20,668	345	3.1%
17/18 Actual (CCG)	From CCG Rtms	Atts	2,016	2,110	2,180	2,125	2,209	2,239	2,213	2,242	2,335	2,402	2,126	2,471	26,668	19,669	999	9.3%
Variance to Plan	Calculated	Atts	13	122	(25)	142	63	(97)	(25)	114	38				345			

Accident & Emergency (EM12)

Metric	Source	Currency	THIS YEAR												Totals	YTD @ M9	Change Atts (Vs Plan and 17/18)	% Change
			1	2	3	4	5	6	7	8	9	10	11	12				
			Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19				
18/19 Plan	From Unify Submis Atts		10,068	10,198	10,240	10,131	10,048	10,570	10,569	10,472	10,507	10,866	9,844	10,504	124,017	92,803		
Actual/Forecast	CCG Input	Atts	10,572	11,162	10,807	11,320	10,893	10,890	11,087	11,182	11,291				99,204	99,204	6,401	12.6%
17/18 Actual (CCG)	From CCG Rtms	Atts	9,900	10,399	10,062	10,404	9,979	10,019	10,569	10,128	10,060	10,721	9,959	10,776	122,976	91,520	7,684	15.2%
Variance to Plan	Calculated	Atts	504	964	567	1,189	845	320	518	710	784				6,401			