

BOARD OF DIRECTORS

Russell Hardy ☎ 4358
 Chairman

| | | |
|--|--|---|
| Subject/Title | July (Month 4) Integrated Performance Report | |
| Executive Responsible | John Grinnell, Director of Finance | |
| Paper prepared by (if different from above) | Esyllt Edwards, Information Craig Macbeth, Deputy Director of Finance | |
| Nature of Report | For Information | |
| | For Discussion | ✓ |
| | For Approval | ✓ |
| Category of Item | Strategic Direction and Development | |
| | Performance and Governance | ✓ |
| Context | Previous Board discussion | |
| | Link to National Policy | ✓ |
| | Link to Trust's Strategic Objectives | ✓ |
| | Risk if no action taken | |
| Executive Summary | The Trust's month 4 Performance Report is detailed in the attached paper. | |
| Received or approved by | | |
| Legal Implications | None | |
| Recommendation | It is recommended that the Board <i>note</i> : <ul style="list-style-type: none"> The performance at July 2012 (Month 4). | |

BOARD OF DIRECTORS
INTEGRATED PERFORMANCE REPORT
JULY 2012

1. Introduction

- 1.1 This paper presents the Trust's performance at the end of July 2012, the fourth month of the 2012/13 financial year.
- 1.2 The 2012/13 performance report details performance against the core standards set nationally by Monitor, the Department of Health and Care Quality Commission, locally agreed CQUIN quality improvement targets and internally driven improvement targets.
- 1.3 The scorecard and performance report format and metrics have been developed using the Trust's electronic planning and performance system (interplan) and reflect the format agreed by the Board in the May 2012 Trust Board paper '2012/13 Trust Balanced Scorecard'.
- 1.4 Domain 5, of this report looks at the external perception of the Trust and includes further details of performance against Monitor's compliance framework which supports the Trust's self declarations to Monitor at the end of each quarter.

2. Chief Executive's Overview

- 2.1 The overall position for July shows an improved position due to higher activity levels – this has resulted in an improved contribution financially. The balanced scorecard across all metrics supports this and we expect this to continue into the next quarter.
- 2.2 The increase in activity is required to meet our commissioner requirements also supports the delivery of the 18 week recovery plan and it is really encouraging to see progress in this area - this remains the key operational focus.
- 2.3 There will be a continued need to focus closely on efficiency as we continue through the year as we need to recover the Quarter 1 shortfall and the following areas will remain key priorities:
 - i) Control of costs, particularly bank and agency spend. Managing sickness levels is key to this.
 - ii) Effective use of all available bed capacity and continued development of the 'enhanced recovery' programme.
 - iii) Continued improvement in day case rates.

3. June Performance Overview

3.1 Domain 1 – Patient Safety

- 3.1.1 **Patient Safety: Directors Assessment** – Underlying performance for this domain remains strong. There were two serious incidents and an unexpected death that are detailed further. There continues to be a focus on reducing patient falls.
- 3.1.2 **Infection Control and Screening** – There were no cases of hospital acquired MRSA bacterium or C. Difficile in July. We continue to forecast delivery of the C. Difficile target however recognising the risk of delivery given a low in year target of 2 cases for the year. It should be noted that within the 2012/13 Compliance Framework a de-minimis of 12 cases per year has been applied providing a level of buffer for the Trust should the C. Difficile target be breached.
- 3.1.3 **Never Events** – There were no never events in July.
- 3.1.4 **Serious Incidents and Unexpected Deaths** – There were two serious incidents during July. The first incident was a small fire that occurred in an administrative area of the hospital. The incident was contained within the area and has been fully investigated. The second incident was an unexpected death following transfer from another hospital for clinical investigation. The incident has been referred to the coroner for investigation but there are no issues identified with the care received at RJAH.
- 3.1.5 **Medicines Management** – There were 24 medication incidents relating to patient care during July. There were 2 prescribing errors, 13 administration errors, 1 near miss and three classed as other. No harm was caused to any patient and no specific themes identified. All incidents are investigated by the Medicine Management Co-Ordinator and formal or informal discussions have been held in relation to all incidents. The 24 incidents represented 1.74% of the total Trust inpatient activity for the month.
- 3.1.6 **Patient Falls** – There were 17 patient falls in July which relates to 2.22% of the activity. This is above the target ceiling of 1.6% and is reported as 'red' in the scorecard. Minimal harm was reported in nine of the incidents with no harm reported in the remaining incidents. The Falls Protocol was followed in all incidents and a route cause analysis completed for each incident. Of the 17, three patients fell on two separate occasions, 3 were as a result of stumbles, 1 slip and two patients were mobilising against nursing advice.
- 3.1.7 **Pressure Ulcer Assessments** - The Trust continues to maintain its performance with regards to pressure ulcer assessments undertaking 99.81% of pressure ulcer assessments against a target of 99%. There were no hospital acquired Grade 2/ 3 / 4 pressure ulcers in July.
- 3.1.8 **CQUINs** – The Trust has ten CQUIN goals in 2012/2013 which are made up of 16 separate indicators. Following the establishment of baselines during quarter 1, work is continuing to deliver the CQUIN goals during the year. Detailed progress is tracked by the Quality and Safety Committee.

3.2 Domain 2 - Patient Experience

- 3.2.1 **Patient Experience: Directors Commentary** – The key area of focus for this domain is the delivery of the access time recovery plan. All indicators are on track to deliver by the end of the year.

- 3.2.2 **Patient Satisfaction – Net Promoter Question** – The patient satisfaction metric is calculated using the Net promoter methodology, a standardised methodology put forward at a national level. Following a baseline survey carried out across the East of England and the East and West Midlands, the Trust were joint top with one other hospital with over 89% of patients stating that they would recommend our services to friends and family.

The target for 2012/2013 is to remain within the top quartile of Trusts where patients would recommend our services and this has been set at 71%. In July, 90.87% of patients asked said that they would recommend our services. This maintains our excellent position across the SHA.

- 3.2.3 **Complaints and Compliments** - There were 72 compliments received in month and 9 complaints which is 0.10% of activity. Four of the complaints concerned the quality of clinical care with three regarding the clinical advice provided and one regarding the outcome of surgery.

The remaining five complaints were regarding operational issues and related to waits for surgery.

- 3.2.4 **Access to Bone Tumour Services** - The Trust achieved all of the key cancer waiting times targets in month.

- 3.2.5 **Access to Services (Waiting Times)** – The English 6 week diagnostic target was maintained in month with 99.67% of patients seen in 6 weeks.

The Trust continues to work towards the delivery of the English 18 week RTT targets in line with the plans agreed by Monitor for delivery by the start of quarter three. By focusing on treating long wait patients, the performance for the non-admitted metric reduced in line with our planned trajectory during July. In month, 51.63% of admitted patients were treated within 18 weeks against a target of 90% whilst 77.20% of non-admitted patients were seen within 18 week against a target of 95%.

From April 2012 a further RTT target of 92% of incomplete pathway patients waiting under 18 weeks has been adopted by Monitor. In July 69.31% of patients on an incomplete pathway were waiting against the target of 92%.

In July 90.84% of Welsh patients completed their RTT pathways within the 26 weeks against a target of 95% whilst 91.14% of patients waiting on an incomplete pathway were waiting under 26 weeks against a target of 95%. The Trust is continuing to work with the Welsh Commissioners to improve this performance back within tolerance levels.

The outpatient waiting list size remains above plan whilst the Inpatient Waiting List remains within tolerance levels. The increase in the number of patients on the outpatient waiting list is linked to an increase in the referral rates during the first quarter from some of the main commissioners. As part of the plans to ensure the delivery of RTT targets, additional outpatient clinics are being arranged by the operational team in response to the increased demand.

- 3.2.6 **Reportable Cancellations** – This is a cumulative metric which compares on the day cancellations to the number of elective discharges in month. Following an internal audit within the division, the cumulative performance for the end of quarter one was updated to 0.90%. At the end of July, the cumulative performance has improved to 0.83% but remains slightly above target.

All patients cancelled have been re-dated within the 28 day standard cancellation guarantee period with the pre-surgical contact team continuing the work to try and reduce avoidable on the day cancellations. The metric is expected to return in line with target during this quarter.

- 3.2.7 **Delayed Discharges** – The percentage of delayed discharges against occupied beds on the last Thursday of the month reduced in July to 2.34% against a target of 3.5%. This represented three patients being delayed at the month end.

Two of the patients were out of area patients relating to the specialist commissioners who are awaiting specialist care packages. The other delay was regarding the housing arrangement for a Care of the Elderly patient. The Trust continues to work to manage this metric and reduce delays.

- 3.2.8 **30-Day Readmission Rates to RJAH for all Specialties** – The percentage of patients readmitted following initial discharge in June was 1.57% against a target ceiling of 1.10%. Although this is reported as 'red' within the scorecard, this represented eight readmissions, which is within expected variation levels each month. Each readmission has been investigated by the Infection Control Team with no issues identified. One patient was readmitted as an emergency following self-discharge against medical advice.

3.3 Domain 3 – Efficiency

- 3.3.1 **Efficiency: Directors Commentary** – after a challenging first quarter July has seen an improvement in efficiency with the delivery of operational and financial plans in accordance with agreed targets. These have been achieved despite the high level of annual leave at this time of year. The operational team have focussed on increasing both outpatient and inpatient activity to meet contractual, financial and RTT requirements.

- 3.3.2 **Referrals Received for Consultant Led Services** – This metric monitors the number of referrals received from all sources into Consultant led clinics. Although there has been an increase in the volume of referrals received over the last few months, this remains within normal seasonal variation.

- 3.3.3 **Activity - Surgery** – With the introduction of additional theatre sessions, cases being completed externally and by visiting consultants from North Staffordshire during the month, the inpatient activity in July was ahead of the in-month plan. The casemix of the patients was also high which helps the financial position. The outpatient activity was slightly below expected levels although the volume of patients increased significantly on the previous month and this is predicted to increase further in September. Work is on-going to continue to recover the year to date position with additional theatre sessions and clinic capacity already arranged for August and September. New permanent Consultants have also been appointed the first of which commences in September.

- 3.3.4 **Activity Medicine** – The year to date performance against plan for both inpatients and outpatients remain ahead of plan.

- 3.3.5 **New to Follow Up Ratio** – The new to follow up ratio in month was 1:2.12 which is within the target level of 1:2.30.

- 3.3.6 **BADS Activity** – 76.54% of patients whose procedure met the British Association of Day Surgery (BADS) recommendations were treated as daycases in July against a target of 78%. This continues the overall increasing trend in the number of patients treated as daycase, with the percentage admitted as daycase for bunion and subacromial decompression procedures continuing to increase.

- 3.3.6 **Admission on the Day of Surgery** – The percentage of patients admitted on the day of surgery in July was 86.61% against a target of 82%. This illustrates the positive impact of introducing changes to the admission processes in order to achieve the year-end target of 85%.

- 3.3.7 **Theatre Efficiency (Utilisation of Available Staffed Sessions)** – Theatre session utilisation rates increased in July to 92.01% with an average of 2.29 cases per session. The theatre utilisation rate is impacted in the summer months by Consultant annual leave, but shows an increase from the first quarter as a result of higher take up of additional theatre sessions. This metric is expected to continue to improve in coming months with the appointment of additional Consultants.
- 3.3.8 **Average Length of Stay** – Overall average length of stay (including daycases) was above the target of 2.10 days at 2.40 days in July and is therefore reported as 'red' in the scorecard. The average was impacted by a small number of long stay patients and the increased case mix in the month.
- 3.3.9 **Enhanced Recovery (Hips and Knees)** – The average length of stay for both primary hips (4.39) and primary knees (4.49) was above the target of 4.25 days in July. The median wait for both hip and knee replacements remains at 4 days with 40.61% being discharged within 3 days. The average length of stay continues to be skewed by patients whose stay was over 10 days due medical co-morbidities. Further work is being undertaken to try and minimise delays in achieving expected date of discharge.
- 3.3.10 **Bed Occupancy** – The percentage bed occupancy was 84.79% in July reflecting increased activity levels during the week and additional weekend theatre sessions. Further measures have also been introduced to utilise the available bed capacity.

3.4 Domain 4 – Resources

- 3.4.1 **Resources: Directors Commentary** – As forecast in the previous report, the financial results for July have been strong as the delivery against the recovery of the quarter 1 underperformance commenced. This is particularly pleasing during a traditionally difficult period as the holiday season begins. It is imperative this level of performance is maintained as we plan to be back in line with our cumulative financial plan by the end of quarter 2. Continued focus is required to improve sickness and appraisal levels.
- 3.4.2 **Finance Overall** – In month we delivered a surplus of £0.28m against a plan of £0.22m leaving us cumulatively with a surplus of £0.48m against a planned surplus of £0.57m, which is £0.09m behind plan. This is aligned to our recovery plan and marks a stepped improvement in our financial performance. This was driven by increased throughput and an associated improvement in our commissioner contracts. As we progress with the recovery plan and the increased volumes associated with RTT trajectory we must maintain a strong control on our cost base.

We have maintained a **level 3 Financial Risk Rating** which is aligned to our plan.

- 3.4.3 **Income** – The activity levels and casemix were strong in July which supported an over performance against our income of £0.5m. Significant improvements were made against the Shropshire contract which supports an agreed trajectory with commissioners.

Of this over performance £0.1m relates to high cost drugs that are reflected in our cost position. In addition £0.15m of the over performance was supported by use of external providers which again is reflected in our cost position. Private patient income also over performed in month and is well ahead of the levels achieved at the same point last year.

- 3.4.4 **Expenditure** – The overall cost position was £0.45m overspent in month. As outlined above £0.25m relates to costs that are covered by income (high costs drugs and use of the external sector).

The remaining overspend largely related to out of job plan expenditure which will be a feature of overspend delivering additional activity over the coming months. This will be somewhat mitigated through new consultant appointments through the year however given the activity levels we intend to achieve there will remain higher than average use of out of job plan capacity.

Whilst it is recognised that there will be premium cost of delivering additional activity above contracted levels it is essential that to maintain our strong FRR and to meet our plan that we maintain control of this expenditure.

- 3.4.5 **Cost Improvements** – As part of delivering the RTT trajectory and associated activity levels we are reassessing the requirement for out of job plan activity and use of external capacity. The July CIP performance was marginally ahead of plan maintaining our overall performance to date. Good progress was made in month on procurement savings, reduced ward costs and increased private patient income.
- 3.4.6 **Cash Balances** increased to £6.4m in month relating to higher than usual accrual levels which will be cleared in August and the payment profile from commissioners being ahead of our actual delivery.
- 3.4.7 **Capital Expenditure** was on plan in month and remains marginally behind plan by £0.13m. The slippage relates to the Diagnostic refurbishment which is now well underway. The final account on the main entrance is due to be completed by the end of August. This is monitored through the Capital Planning Group and BRIC.
- 3.4.8 **Sickness Rates** – Following a decrease in June, sickness absence increased in July from 2.96% to 3.65%, above the target of 2.5%. This increase is mainly due to a peak in MSD related absence, including an increase in long term sickness absences. All long term sickness absence is actively managed and staff health promotion events are planned for Autumn.
- 3.4.9 **Staff Turnover** – Staff turnover remained at 5.8% in July and remains well below the 10% ceiling.
- 3.4.10 **Staff Appraisal** – Appraisal data is reported to the end of June, and therefore remains at 76% of staff having received an appraisal within a 12 month rolling period. This remains below target. Managers have scheduled dates for outstanding appraisals up to 31st July.

3.5 Domain 5 – External Perception

- 3.5.1 The balanced scorecard reflects the Trust's position at the end of July 2012 the fourth month of 2012/13.
- 3.5.2 The Quality Governance forecast on the Balanced Scorecard front sheet is highlighted as 'amber-red' to reflect the referral to treatment waiting times as described in section 3.2.5 above, which translates using Monitor's own methodology to a risk rating of 2 'amber-red' (as per appendix 1).
- 3.5.3 The Trust remains compliant with all other remaining Monitor's targets and indicators' including MRSA, Cancer waiting times, and Learning Difficulties.

4. Recommendation

4.1 It is recommended that the Board:

- Note the performance for July (Month 4)

John Grinnell
Director of Finance, Contracting and Performance

Balanced Scorecard Trust Board
2012 / 2013 Month - 4

| Patient Safety | | | | | |
|---------------------|----------------------------|--------|--------------|--------|----------|
| Overall Performance | | | | | |
| Period | Key Metric | Actual | Year to date | Change | Forecast |
| Jul-12 | Infection Control | g | g | same | g |
| Jul-12 | Serious Incidents | a | g | worse | g |
| Jul-12 | Never Events | g | g | same | g |
| Jul-12 | Unexpected Deaths | r | a | worse | g |
| Jul-12 | Medicine Management | r | a | worse | g |
| Jul-12 | Patient Falls | r | a | same | g |
| Jul-12 | Pressure Ulcer Assessments | g | g | same | g |
| Jul-12 | CQUIN | g | g | same | g |

| Patient Experience | | | | | |
|---------------------|---|--------|--------------|--------|----------|
| Overall Performance | | | | | |
| Period | Key Metric | Actual | Year to date | Change | Forecast |
| Jul-12 | Patient Satisfaction - Net Promoter Question | g | g | same | g |
| Jul-12 | Number of Complaints | g | a | better | g |
| Jul-12 | Access to Bone Tumour Services | g | g | same | g |
| Jul-12 | Access to Services | r | r | same | g |
| Jul-12 | Reportable Cancellations | a | a | same | g |
| Jul-12 | Delayed Discharges | g | g | better | g |
| Jun-12 | 30 day Readmission Rates to RJAH for all specialities | r | a | worse | g |

VISION

To be the leading centre for high quality, sustainable Orthopaedic and related care, achieving excellence in both experience and outcomes for our patients

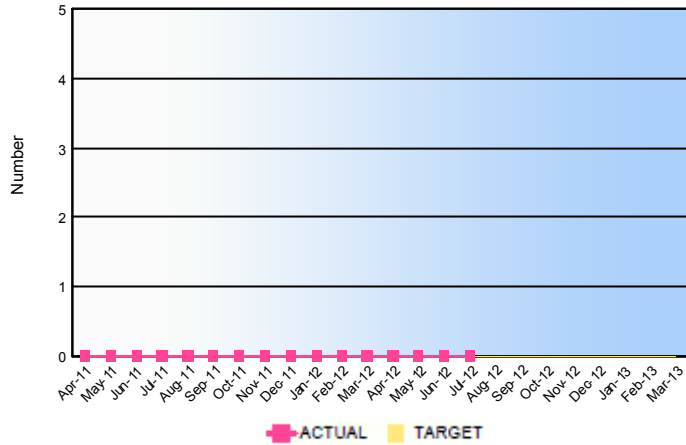
| Resources | | | | | |
|---------------------|---------------------|--------|--------------|--------|----------|
| Overall Performance | | | | | |
| Period | Key Metric | Actual | Year to date | Change | Forecast |
| Jul-12 | EBITDA | g | a | better | g |
| Jul-12 | Net Surplus | g | a | better | g |
| Jul-12 | CIP Delivery | g | g | same | g |
| Jul-12 | Capital Expenditure | g | a | better | g |
| Jul-12 | PSPP | g | g | same | g |
| Jul-12 | Cash Balance | g | g | same | g |
| Jul-12 | Sickness Absence | r | a | worse | g |
| Jul-12 | Staff Turnover | g | g | same | g |
| Jul-12 | Staff Appraisal | a | a | same | g |

| Efficiency | | | | | |
|---------------------|--|--------|--------------|--------|----------|
| Overall Performance | | | | | |
| Period | Key Metric | Actual | Year to date | Change | Forecast |
| Jun-12 | Demand for Services | g | g | same | g |
| Jul-12 | Activity - Surgery | a | a | better | g |
| Jul-12 | Activity - Medicine | g | g | same | g |
| Jul-12 | New to Follow Up Ratio (Consultant Led Activity) | g | a | better | g |
| Jul-12 | BADS Activity | a | a | same | g |
| Jul-12 | Admission on Day of Surgery | g | g | better | g |
| Jul-12 | Theatre Efficiency | a | a | better | g |
| Jul-12 | Average Length of Stay | r | r | same | g |
| Jul-12 | Enhanced Recovery | a | a | better | g |
| Jul-12 | Bed Occupancy - Adult Orthopaedic Wards | a | r | better | g |

| External Perception | | | | | |
|---------------------|--|--------|--------------|--------|----------|
| Overall Performance | | | | | |
| Period | Key Metric | Actual | Year to date | Change | Forecast |
| Jul-12 | Monitor Risk Rating - Finance | g | g | same | g |
| Jul-12 | Monitor Risk Rating - Quality Governance | a/r | a/r | same | g |

Patient Safety
Infection Control

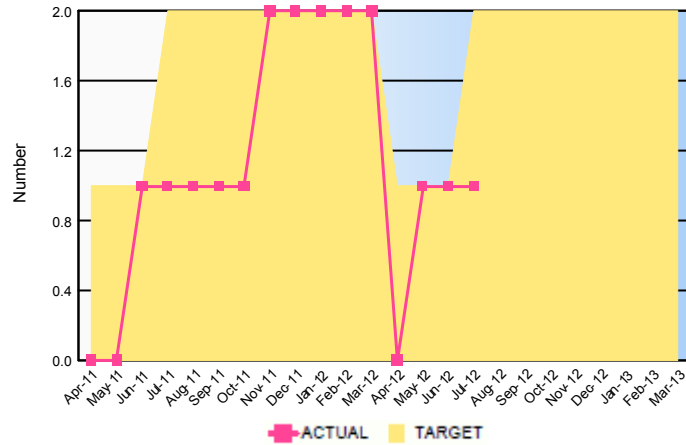
Hospital Acquired MRSA



| Period | Target | Actual | Performance |
|--------|--------|--------|-------------|
| Apr-12 | 0.00 | 0.00 | g |
| May-12 | 0.00 | 0.00 | g |
| Jun-12 | 0.00 | 0.00 | g |
| Jul-12 | 0.00 | 0.00 | g |
| Aug-12 | 0.00 | | |
| Sep-12 | 0.00 | | |
| Oct-12 | 0.00 | | |
| Nov-12 | 0.00 | | |
| Dec-12 | 0.00 | | |
| Jan-13 | 0.00 | | |
| Feb-13 | 0.00 | | |
| Mar-13 | 0.00 | | |

Patient Safety
Infection Control

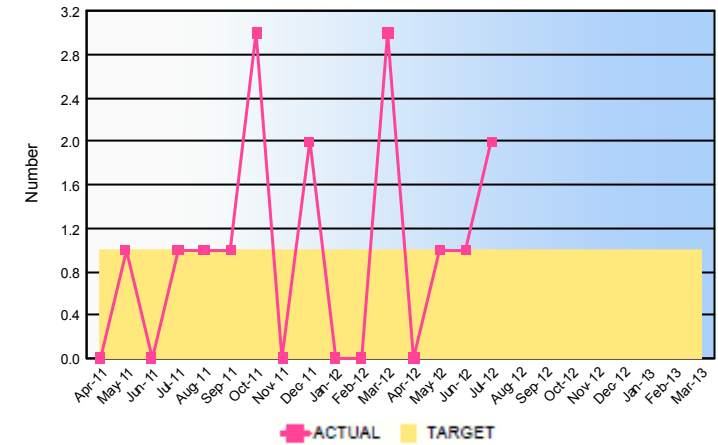
Hospital Acquired C Difficile



| Period | Target | Actual | Performance |
|--------|--------|--------|-------------|
| Apr-12 | 1.00 | 0.00 | g |
| May-12 | 1.00 | 1.00 | g |
| Jun-12 | 1.00 | 1.00 | g |
| Jul-12 | 2.00 | 1.00 | g |
| Aug-12 | 2.00 | | |
| Sep-12 | 2.00 | | |
| Oct-12 | 2.00 | | |
| Nov-12 | 2.00 | | |
| Dec-12 | 2.00 | | |
| Jan-13 | 2.00 | | |
| Feb-13 | 2.00 | | |
| Mar-13 | 2.00 | | |

Patient Safety

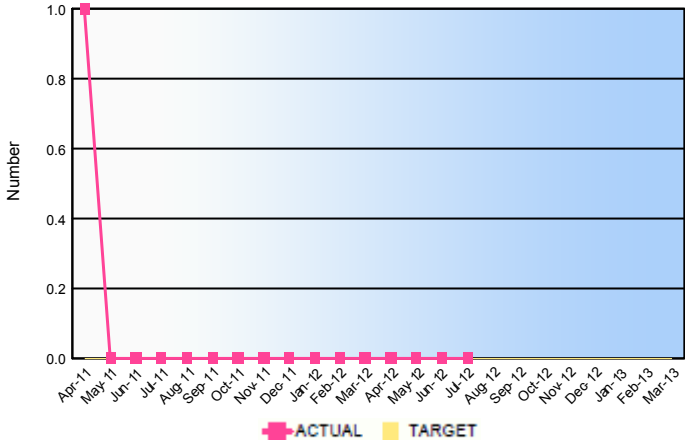
Serious Incidents



| Period | Target | Actual | Performance |
|--------|--------|--------|-------------|
| Apr-12 | 1.00 | 0.00 | g |
| May-12 | 1.00 | 1.00 | g |
| Jun-12 | 1.00 | 1.00 | g |
| Jul-12 | 1.00 | 2.00 | a |
| Aug-12 | 1.00 | | |
| Sep-12 | 1.00 | | |
| Oct-12 | 1.00 | | |
| Nov-12 | 1.00 | | |
| Dec-12 | 1.00 | | |
| Jan-13 | 1.00 | | |
| Feb-13 | 1.00 | | |
| Mar-13 | 1.00 | | |

Patient Safety

Never Events

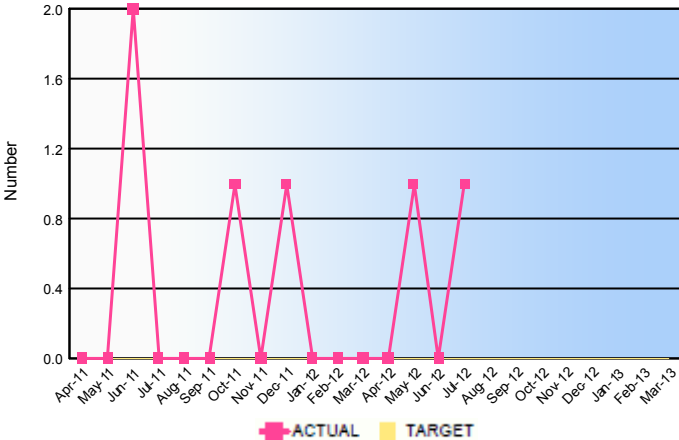


| Period | Target | Actual | Performance |
|--------|--------|--------|-------------|
| Apr-12 | 0.00 | 0.00 | g |
| May-12 | 0.00 | 0.00 | g |
| Jun-12 | 0.00 | 0.00 | g |
| Jul-12 | 0.00 | 0.00 | g |
| Aug-12 | 0.00 | | |
| Sep-12 | 0.00 | | |
| Oct-12 | 0.00 | | |
| Nov-12 | 0.00 | | |
| Dec-12 | 0.00 | | |
| Jan-13 | 0.00 | | |
| Feb-13 | 0.00 | | |
| Mar-13 | 0.00 | | |

Patient Safety

Unexpected Deaths

Unexpected Deaths

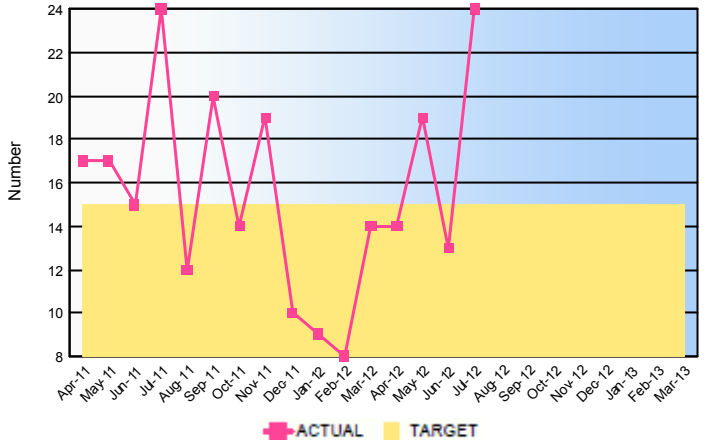


| Period | Target | Actual | Performance |
|--------|--------|--------|-------------|
| Apr-12 | 0.00 | 0.00 | g |
| May-12 | 0.00 | 1.00 | r |
| Jun-12 | 0.00 | 0.00 | g |
| Jul-12 | 0.00 | 1.00 | r |
| Aug-12 | 0.00 | | |
| Sep-12 | 0.00 | | |
| Oct-12 | 0.00 | | |
| Nov-12 | 0.00 | | |
| Dec-12 | 0.00 | | |
| Jan-13 | 0.00 | | |
| Feb-13 | 0.00 | | |
| Mar-13 | 0.00 | | |

Patient Safety

Medicine Management

Medication Errors - Total Numbers

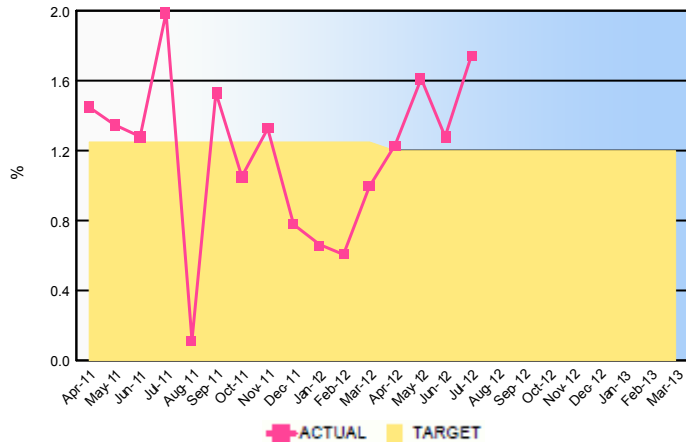


| Period | Target | Actual | Performance |
|--------|--------|--------|-------------|
| Apr-12 | 15.00 | 14.00 | g |
| May-12 | 15.00 | 19.00 | a |
| Jun-12 | 15.00 | 13.00 | g |
| Jul-12 | 15.00 | 24.00 | r |
| Aug-12 | 15.00 | | |
| Sep-12 | 15.00 | | |
| Oct-12 | 15.00 | | |
| Nov-12 | 15.00 | | |
| Dec-12 | 15.00 | | |
| Jan-13 | 15.00 | | |
| Feb-13 | 15.00 | | |
| Mar-13 | 15.00 | | |

Patient Safety

Medicine Management

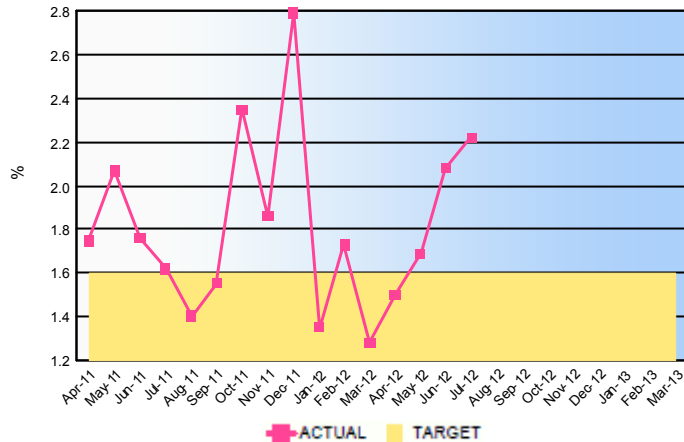
Medication Errors as % of activity



| Period | Target | Actual | Performance |
|--------|--------|--------|-------------|
| Apr-12 | 1.20 | 1.23 | a |
| May-12 | 1.20 | 1.61 | a |
| Jun-12 | 1.20 | 1.28 | a |
| Jul-12 | 1.20 | 1.74 | a |
| Aug-12 | 1.20 | | |
| Sep-12 | 1.20 | | |
| Oct-12 | 1.20 | | |
| Nov-12 | 1.20 | | |
| Dec-12 | 1.20 | | |
| Jan-13 | 1.20 | | |
| Feb-13 | 1.20 | | |
| Mar-13 | 1.20 | | |

Patient Safety

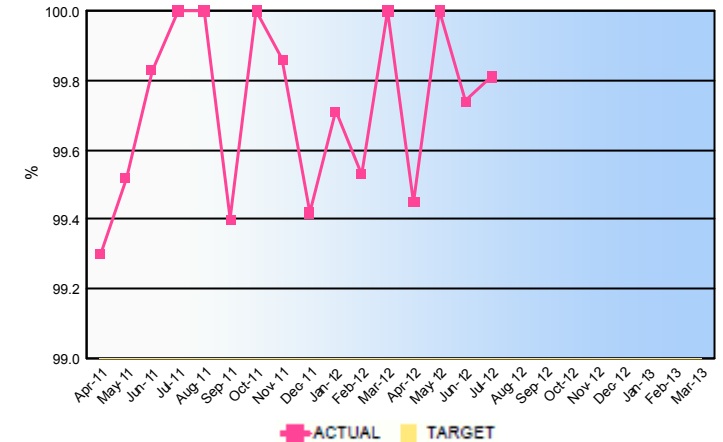
Patient Falls



| Period | Target | Actual | Performance |
|--------|--------|--------|-------------|
| Apr-12 | 1.60 | 1.50 | g |
| May-12 | 1.60 | 1.69 | a |
| Jun-12 | 1.60 | 2.08 | r |
| Jul-12 | 1.60 | 2.22 | r |
| Aug-12 | 1.60 | | |
| Sep-12 | 1.60 | | |
| Oct-12 | 1.60 | | |
| Nov-12 | 1.60 | | |
| Dec-12 | 1.60 | | |
| Jan-13 | 1.60 | | |
| Feb-13 | 1.60 | | |
| Mar-13 | 1.60 | | |

Patient Safety

Pressure Ulcer Assessments

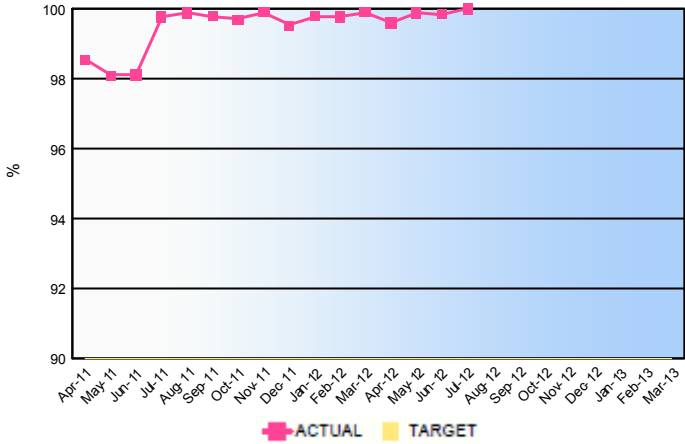


| Period | Target | Actual | Performance |
|--------|--------|--------|-------------|
| Apr-12 | 99.00 | 99.45 | g |
| May-12 | 99.00 | 100.00 | g |
| Jun-12 | 99.00 | 99.74 | g |
| Jul-12 | 99.00 | 99.81 | g |
| Aug-12 | 99.00 | | |
| Sep-12 | 99.00 | | |
| Oct-12 | 99.00 | | |
| Nov-12 | 99.00 | | |
| Dec-12 | 99.00 | | |
| Jan-13 | 99.00 | | |
| Feb-13 | 99.00 | | |
| Mar-13 | 99.00 | | |

Balanced Scorecard - Trust Board
2012/13 Month - 04

Patient Safety
CQUIN

VTE Risk Assessments



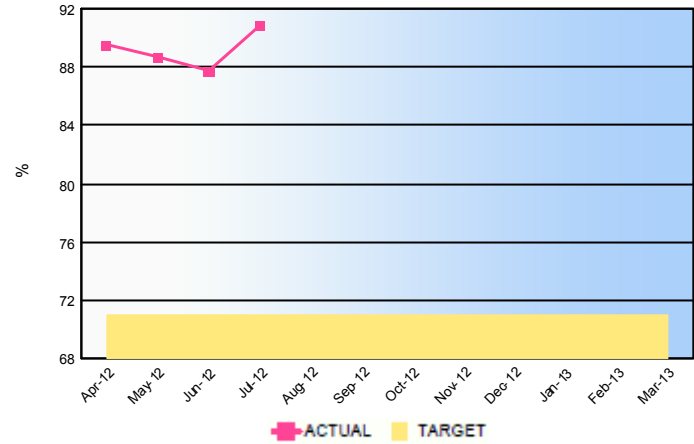
| Period | Target | Actual | Performance |
|--------|--------|--------|-------------|
| Apr-12 | 90.00 | 99.60 | g |
| May-12 | 90.00 | 99.88 | g |
| Jun-12 | 90.00 | 99.84 | g |
| Jul-12 | 90.00 | 100.00 | g |
| Aug-12 | 90.00 | | |
| Sep-12 | 90.00 | | |
| Oct-12 | 90.00 | | |
| Nov-12 | 90.00 | | |
| Dec-12 | 90.00 | | |
| Jan-13 | 90.00 | | |
| Feb-13 | 90.00 | | |
| Mar-13 | 90.00 | | |

Balanced Scorecard - Trust Board

2012/13 Month - 04

Patient Experience

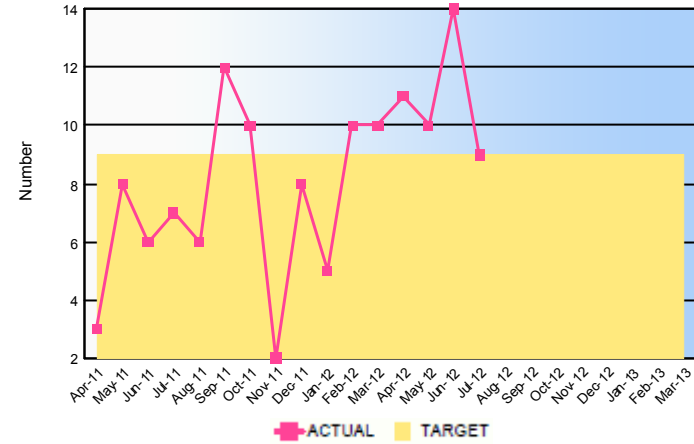
Patient Satisfaction - Net Promoter Question



| Period | Target | Actual | Performance |
|--------|--------|--------|-------------|
| Apr-12 | 71.00 | 89.50 | g |
| May-12 | 71.00 | 88.68 | g |
| Jun-12 | 71.00 | 87.70 | g |
| Jul-12 | 71.00 | 90.87 | g |
| Aug-12 | 71.00 | | |
| Sep-12 | 71.00 | | |
| Oct-12 | 71.00 | | |
| Nov-12 | 71.00 | | |
| Dec-12 | 71.00 | | |
| Jan-13 | 71.00 | | |
| Feb-13 | 71.00 | | |
| Mar-13 | 71.00 | | |

Patient Experience

Number of Complaints

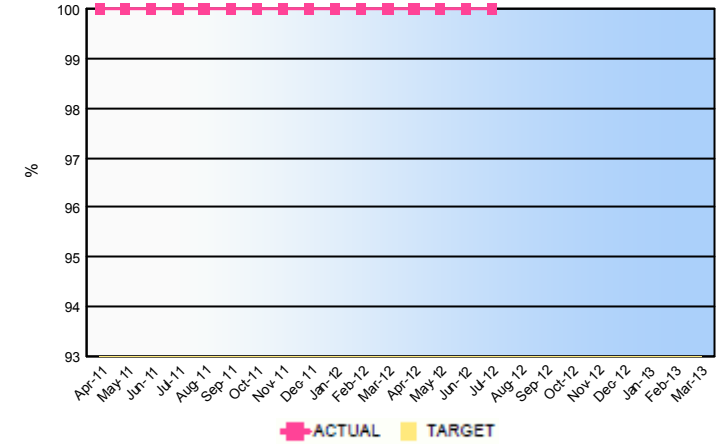


| Period | Target | Actual | Performance |
|--------|--------|--------|-------------|
| Apr-12 | 9.00 | 11.00 | a |
| May-12 | 9.00 | 10.00 | a |
| Jun-12 | 9.00 | 14.00 | a |
| Jul-12 | 9.00 | 9.00 | g |
| Aug-12 | 9.00 | | |
| Sep-12 | 9.00 | | |
| Oct-12 | 9.00 | | |
| Nov-12 | 9.00 | | |
| Dec-12 | 9.00 | | |
| Jan-13 | 9.00 | | |
| Feb-13 | 9.00 | | |
| Mar-13 | 9.00 | | |

Patient Experience

Access to Bone Tumour Services

2 week cancer referral target



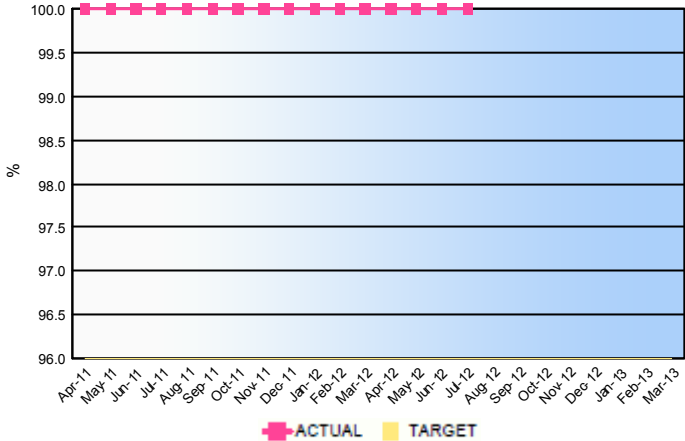
| Period | Target | Actual | Performance |
|--------|--------|--------|-------------|
| Apr-12 | 93.00 | 100.00 | g |
| May-12 | 93.00 | 100.00 | g |
| Jun-12 | 93.00 | 100.00 | g |
| Jul-12 | 93.00 | 100.00 | g |
| Aug-12 | 93.00 | | |
| Sep-12 | 93.00 | | |
| Oct-12 | 93.00 | | |
| Nov-12 | 93.00 | | |
| Dec-12 | 93.00 | | |
| Jan-13 | 93.00 | | |
| Feb-13 | 93.00 | | |
| Mar-13 | 93.00 | | |

Balanced Scorecard - Trust Board
2012/13 Month - 04

Patient Experience

Access to Bone Tumour Services

Cancer 1 month wait

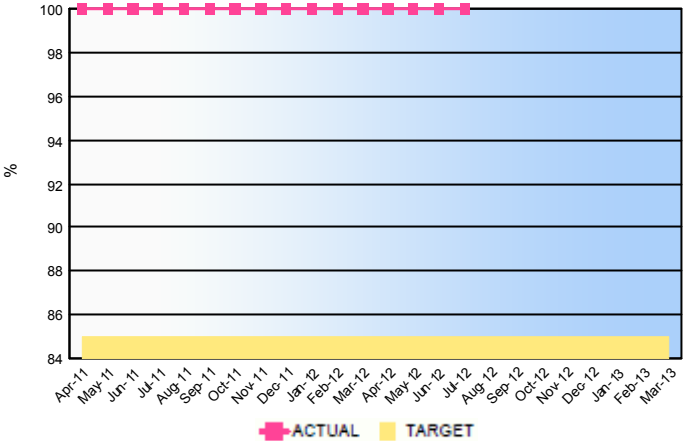


| Period | Target | Actual | Performance |
|--------|--------|--------|-------------|
| Apr-12 | 96.00 | 100.00 | g |
| May-12 | 96.00 | 100.00 | g |
| Jun-12 | 96.00 | 100.00 | g |
| Jul-12 | 96.00 | 100.00 | g |
| Aug-12 | 96.00 | | |
| Sep-12 | 96.00 | | |
| Oct-12 | 96.00 | | |
| Nov-12 | 96.00 | | |
| Dec-12 | 96.00 | | |
| Jan-13 | 96.00 | | |
| Feb-13 | 96.00 | | |
| Mar-13 | 96.00 | | |

Patient Experience

Access to Bone Tumour Services

Cancer 2 month wait

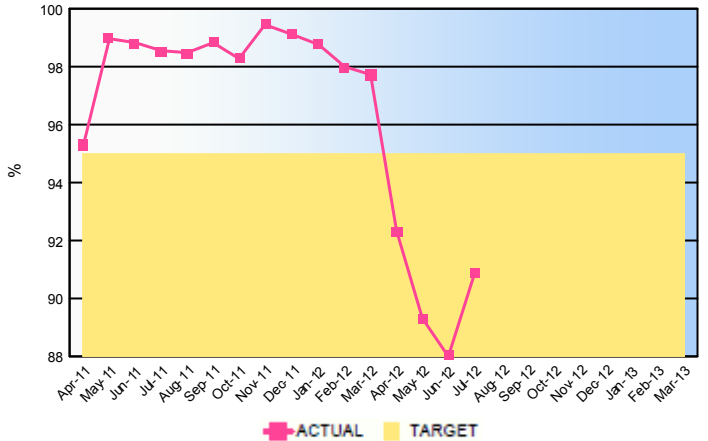


| Period | Target | Actual | Performance |
|--------|--------|--------|-------------|
| Apr-12 | 85.00 | 100.00 | g |
| May-12 | 85.00 | 100.00 | g |
| Jun-12 | 85.00 | 100.00 | g |
| Jul-12 | 85.00 | 100.00 | g |
| Aug-12 | 85.00 | | |
| Sep-12 | 85.00 | | |
| Oct-12 | 85.00 | | |
| Nov-12 | 85.00 | | |
| Dec-12 | 85.00 | | |
| Jan-13 | 85.00 | | |
| Feb-13 | 85.00 | | |
| Mar-13 | 85.00 | | |

Patient Experience

Access to Services

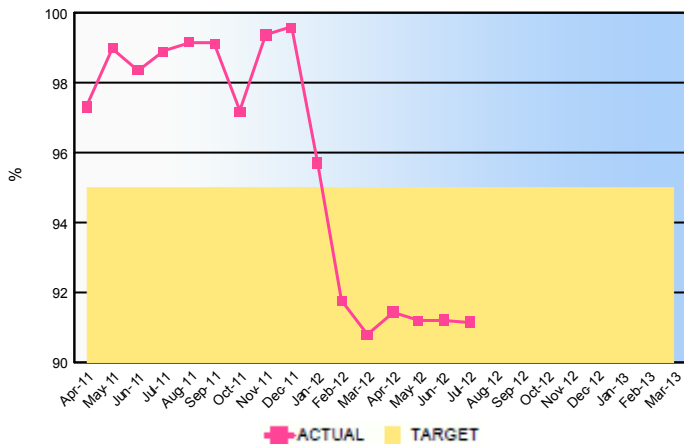
26 weeks RTT (Completed Pathways)



| Period | Target | Actual | Performance |
|--------|--------|--------|-------------|
| Apr-12 | 95.00 | 92.33 | r |
| May-12 | 95.00 | 89.28 | r |
| Jun-12 | 95.00 | 88.03 | r |
| Jul-12 | 95.00 | 90.84 | r |
| Aug-12 | 95.00 | | |
| Sep-12 | 95.00 | | |
| Oct-12 | 95.00 | | |
| Nov-12 | 95.00 | | |
| Dec-12 | 95.00 | | |
| Jan-13 | 95.00 | | |
| Feb-13 | 95.00 | | |
| Mar-13 | 95.00 | | |

Patient Experience
Access to Services

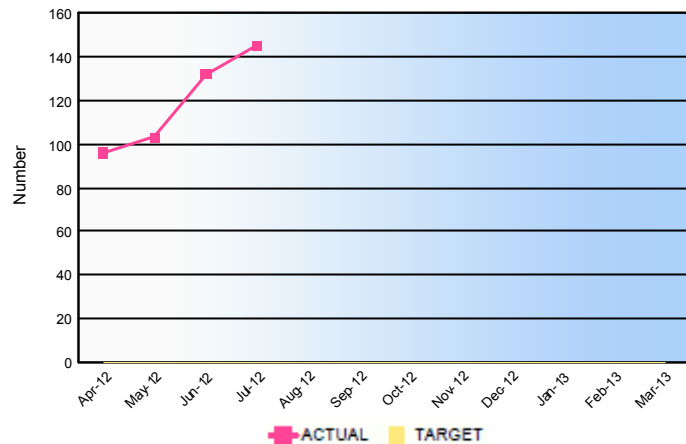
26 week RTT (Incomplete Pathways)



| Period | Target | Actual | Performance |
|--------|--------|--------|-------------|
| Apr-12 | 95.00 | 91.43 | a |
| May-12 | 95.00 | 91.18 | a |
| Jun-12 | 95.00 | 91.20 | a |
| Jul-12 | 95.00 | 91.14 | a |
| Aug-12 | 95.00 | | |
| Sep-12 | 95.00 | | |
| Oct-12 | 95.00 | | |
| Nov-12 | 95.00 | | |
| Dec-12 | 95.00 | | |
| Jan-13 | 95.00 | | |
| Feb-13 | 95.00 | | |
| Mar-13 | 95.00 | | |

Patient Experience
Access to Services

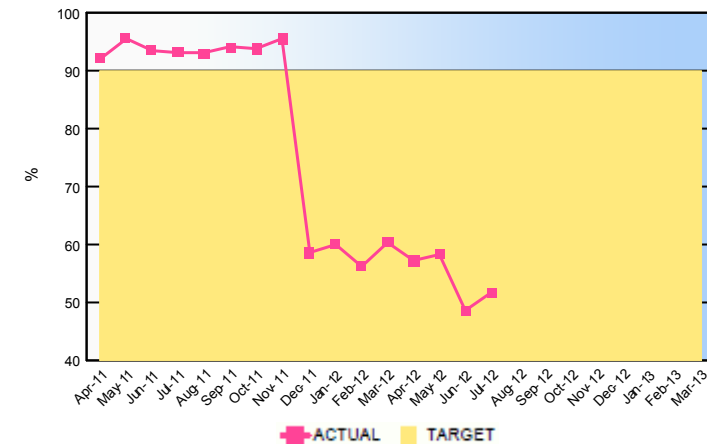
Patients waiting over 36 weeks



| Period | Target | Actual | Performance |
|--------|--------|--------|-------------|
| Apr-12 | 0.00 | 96.00 | r |
| May-12 | 0.00 | 103.00 | r |
| Jun-12 | 0.00 | 132.00 | r |
| Jul-12 | 0.00 | 145.00 | r |
| Aug-12 | 0.00 | | |
| Sep-12 | 0.00 | | |
| Oct-12 | 0.00 | | |
| Nov-12 | 0.00 | | |
| Dec-12 | 0.00 | | |
| Jan-13 | 0.00 | | |
| Feb-13 | 0.00 | | |
| Mar-13 | 0.00 | | |

Patient Experience
Access to Services

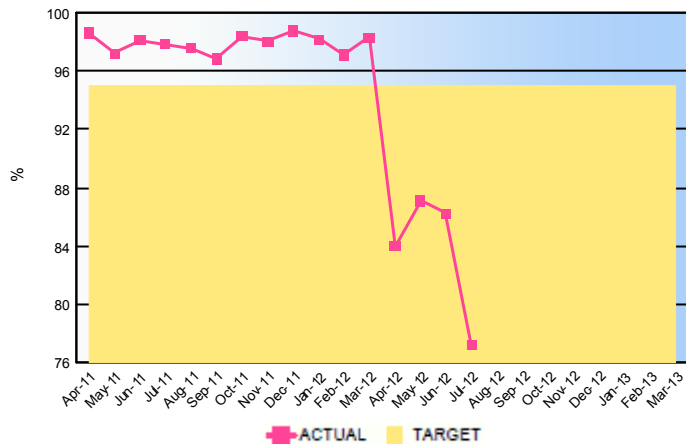
18 weeks RTT Admitted



| Period | Target | Actual | Performance |
|--------|--------|--------|-------------|
| Apr-12 | 90.00 | 57.21 | r |
| May-12 | 90.00 | 58.39 | r |
| Jun-12 | 90.00 | 48.49 | r |
| Jul-12 | 90.00 | 51.63 | r |
| Aug-12 | 90.00 | | |
| Sep-12 | 90.00 | | |
| Oct-12 | 90.00 | | |
| Nov-12 | 90.00 | | |
| Dec-12 | 90.00 | | |
| Jan-13 | 90.00 | | |
| Feb-13 | 90.00 | | |
| Mar-13 | 90.00 | | |

Patient Experience
Access to Services

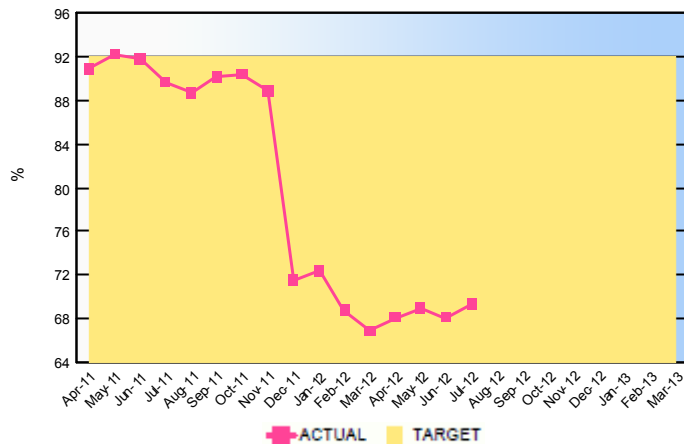
18 weeks RTT Non-Admitted



| Period | Target | Actual | Performance |
|--------|--------|--------|-------------|
| Apr-12 | 95.00 | 83.98 | r |
| May-12 | 95.00 | 87.13 | r |
| Jun-12 | 95.00 | 86.23 | r |
| Jul-12 | 95.00 | 77.20 | r |
| Aug-12 | 95.00 | | |
| Sep-12 | 95.00 | | |
| Oct-12 | 95.00 | | |
| Nov-12 | 95.00 | | |
| Dec-12 | 95.00 | | |
| Jan-13 | 95.00 | | |
| Feb-13 | 95.00 | | |
| Mar-13 | 95.00 | | |

Patient Experience
Access to Services

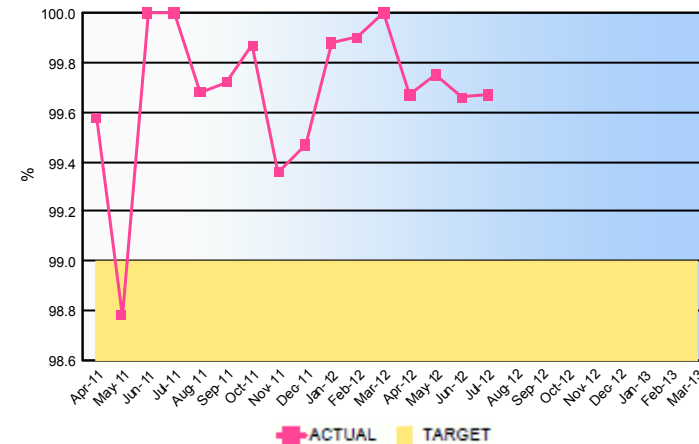
18 weeks RTT Incomplete



| Period | Target | Actual | Performance |
|--------|--------|--------|-------------|
| Apr-12 | 92.00 | 68.08 | r |
| May-12 | 92.00 | 68.93 | r |
| Jun-12 | 92.00 | 68.06 | r |
| Jul-12 | 92.00 | 69.31 | r |
| Aug-12 | 92.00 | | |
| Sep-12 | 92.00 | | |
| Oct-12 | 92.00 | | |
| Nov-12 | 92.00 | | |
| Dec-12 | 92.00 | | |
| Jan-13 | 92.00 | | |
| Feb-13 | 92.00 | | |
| Mar-13 | 92.00 | | |

Patient Experience
Access to Services

6 week wait for diagnostics - English Patients

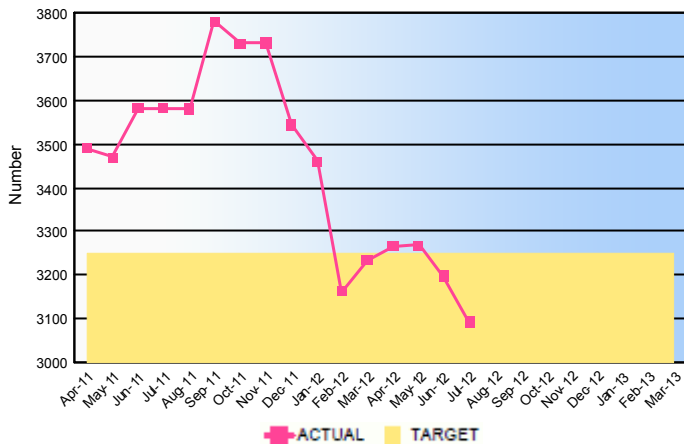


| Period | Target | Actual | Performance |
|--------|--------|--------|-------------|
| Apr-12 | 99.00 | 99.67 | g |
| May-12 | 99.00 | 99.75 | g |
| Jun-12 | 99.00 | 99.66 | g |
| Jul-12 | 99.00 | 99.67 | g |
| Aug-12 | 99.00 | | |
| Sep-12 | 99.00 | | |
| Oct-12 | 99.00 | | |
| Nov-12 | 99.00 | | |
| Dec-12 | 99.00 | | |
| Jan-13 | 99.00 | | |
| Feb-13 | 99.00 | | |
| Mar-13 | 99.00 | | |

Patient Experience

Access to Services

Inpatient Waiting List Total



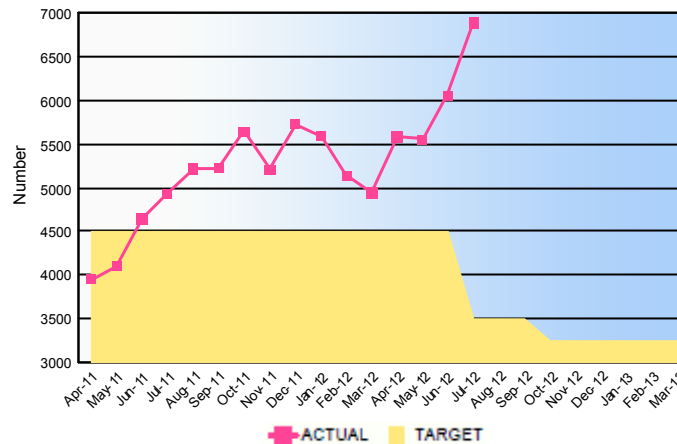
■ ACTUAL ■ TARGET

| Period | Target | Actual | Performance |
|--------|----------|----------|-------------|
| Apr-12 | 3,250.00 | 3,267.00 | a |
| May-12 | 3,250.00 | 3,268.00 | a |
| Jun-12 | 3,250.00 | 3,197.00 | g |
| Jul-12 | 3,250.00 | 3,091.00 | g |
| Aug-12 | 3,250.00 | | |
| Sep-12 | 3,250.00 | | |
| Oct-12 | 3,250.00 | | |
| Nov-12 | 3,250.00 | | |
| Dec-12 | 3,250.00 | | |
| Jan-13 | 3,250.00 | | |
| Feb-13 | 3,250.00 | | |
| Mar-13 | 3,250.00 | | |

Patient Experience

Access to Services

Outpatient Waiting List (Consultant Led Activity Only)

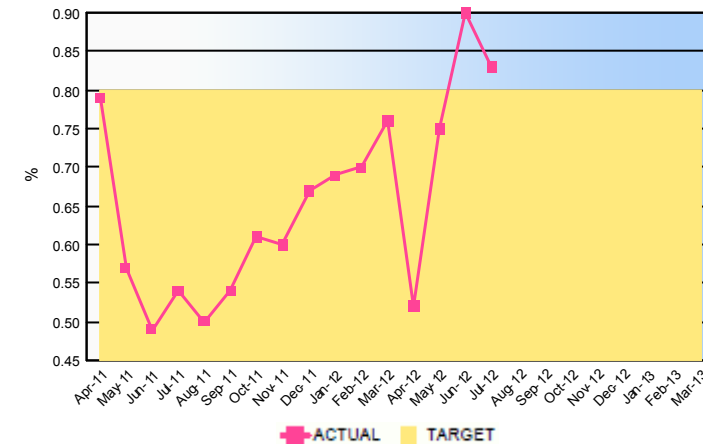


■ ACTUAL ■ TARGET

| Period | Target | Actual | Performance |
|--------|----------|----------|-------------|
| Apr-12 | 4,500.00 | 5,581.00 | r |
| May-12 | 4,500.00 | 5,553.00 | r |
| Jun-12 | 4,500.00 | 6,054.00 | r |
| Jul-12 | 3,500.00 | 6,888.00 | r |
| Aug-12 | 3,500.00 | | |
| Sep-12 | 3,500.00 | | |
| Oct-12 | 3,250.00 | | |
| Nov-12 | 3,250.00 | | |
| Dec-12 | 3,250.00 | | |
| Jan-13 | 3,250.00 | | |
| Feb-13 | 3,250.00 | | |
| Mar-13 | 3,250.00 | | |

Patient Experience

Reportable Cancellations



■ ACTUAL ■ TARGET

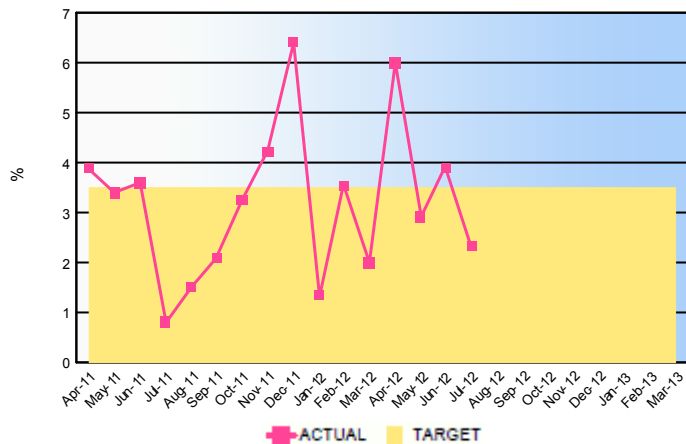
| Period | Target | Actual | Performance |
|--------|--------|--------|-------------|
| Apr-12 | 0.80 | 0.52 | g |
| May-12 | 0.80 | 0.75 | g |
| Jun-12 | 0.80 | 0.90 | a |
| Jul-12 | 0.80 | 0.83 | a |
| Aug-12 | 0.80 | | |
| Sep-12 | 0.80 | | |
| Oct-12 | 0.80 | | |
| Nov-12 | 0.80 | | |
| Dec-12 | 0.80 | | |
| Jan-13 | 0.80 | | |
| Feb-13 | 0.80 | | |
| Mar-13 | 0.80 | | |

Patient Experience

Delayed Discharges

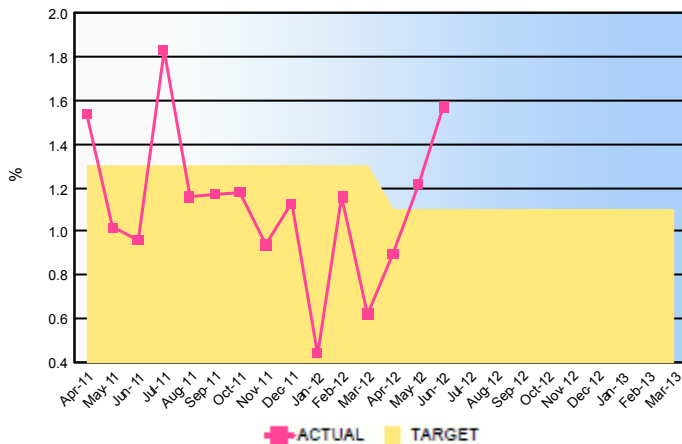
Patient Experience

% delayed discharges against occupied beds on last Thursday of month



| Period | Target | Actual | Performance |
|--------|--------|--------|-------------|
| Apr-12 | 3.50 | 6.00 | r |
| May-12 | 3.50 | 2.92 | g |
| Jun-12 | 3.50 | 3.91 | a |
| Jul-12 | 3.50 | 2.34 | g |
| Aug-12 | 3.50 | | |
| Sep-12 | 3.50 | | |
| Oct-12 | 3.50 | | |
| Nov-12 | 3.50 | | |
| Dec-12 | 3.50 | | |
| Jan-13 | 3.50 | | |
| Feb-13 | 3.50 | | |
| Mar-13 | 3.50 | | |

30 Days Readmission Rates to RJAH for all specialties

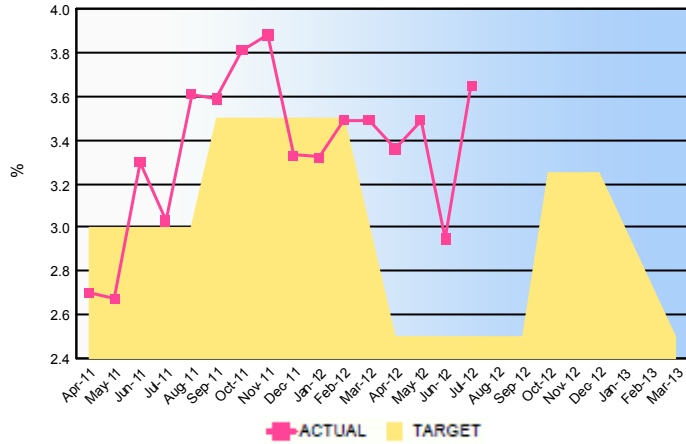


| Period | Target | Actual | Performance |
|--------|--------|---------|-------------|
| Apr-12 | 1.10 | 0.90 | g |
| May-12 | 1.10 | 1.22 | a |
| Jun-12 | 1.10 | 1.57 | r |
| Jul-12 | 1.10 | no data | |
| Aug-12 | 1.10 | | |
| Sep-12 | 1.10 | | |
| Oct-12 | 1.10 | | |
| Nov-12 | 1.10 | | |
| Dec-12 | 1.10 | | |
| Jan-13 | 1.10 | | |
| Feb-13 | 1.10 | | |
| Mar-13 | 1.10 | | |

Balanced Scorecard - Trust Board
2012/13 Month - 04

Resources

Sickness Absence

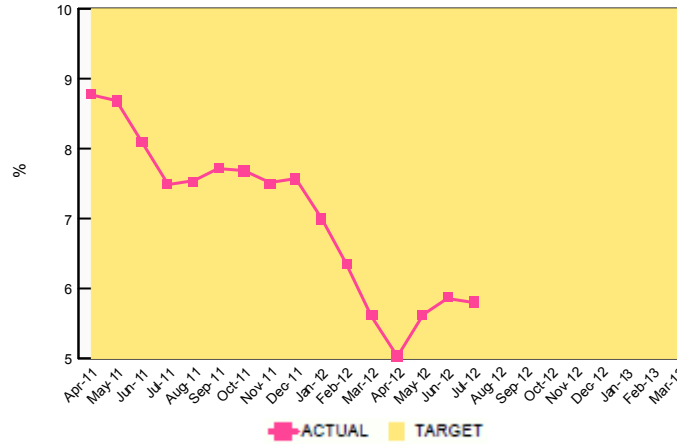


■ ACTUAL ■ TARGET

| Period | Target | Actual | Performance |
|--------|--------|--------|-------------|
| Apr-12 | 2.50 | 3.36 | a |
| May-12 | 2.50 | 3.49 | a |
| Jun-12 | 2.50 | 2.95 | a |
| Jul-12 | 2.50 | 3.65 | r |
| Aug-12 | 2.50 | | |
| Sep-12 | 2.50 | | |
| Oct-12 | 3.25 | | |
| Nov-12 | 3.25 | | |
| Dec-12 | 3.25 | | |
| Jan-13 | 3.00 | | |
| Feb-13 | 2.75 | | |
| Mar-13 | 2.50 | | |

Resources

Staff Turnover

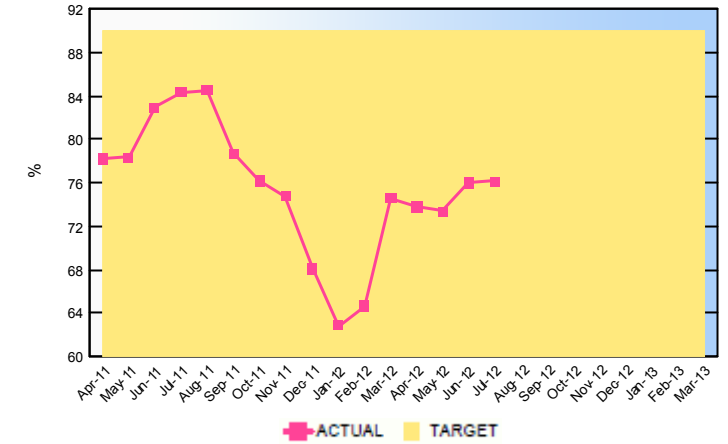


■ ACTUAL ■ TARGET

| Period | Target | Actual | Performance |
|--------|--------|--------|-------------|
| Apr-12 | 10.00 | 5.03 | g |
| May-12 | 10.00 | 5.62 | g |
| Jun-12 | 10.00 | 5.87 | g |
| Jul-12 | 10.00 | 5.80 | g |
| Aug-12 | 10.00 | | |
| Sep-12 | 10.00 | | |
| Oct-12 | 10.00 | | |
| Nov-12 | 10.00 | | |
| Dec-12 | 10.00 | | |
| Jan-13 | 10.00 | | |
| Feb-13 | 10.00 | | |
| Mar-13 | 10.00 | | |

Resources

Staff Appraisal



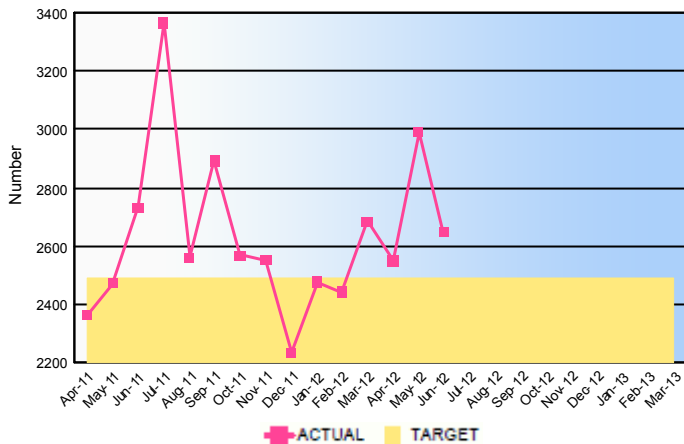
■ ACTUAL ■ TARGET

| Period | Target | Actual | Performance |
|--------|--------|--------|-------------|
| Apr-12 | 90.00 | 73.82 | a |
| May-12 | 90.00 | 73.38 | a |
| Jun-12 | 90.00 | 76.00 | a |
| Jul-12 | 90.00 | 76.13 | a |
| Aug-12 | 90.00 | | |
| Sep-12 | 90.00 | | |
| Oct-12 | 90.00 | | |
| Nov-12 | 90.00 | | |
| Dec-12 | 90.00 | | |
| Jan-13 | 90.00 | | |
| Feb-13 | 90.00 | | |
| Mar-13 | 90.00 | | |

Efficiency

Demand For Services

Referrals Received for Consultant Led Services

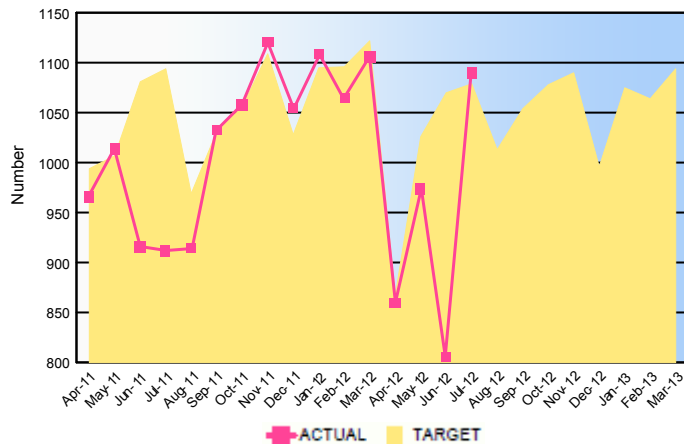


| Period | Target | Actual | Performance |
|--------|----------|----------|-------------|
| Apr-12 | 2,490.00 | 2,550.00 | g |
| May-12 | 2,490.00 | 2,991.00 | g |
| Jun-12 | 2,490.00 | 2,648.00 | g |
| Jul-12 | 2,490.00 | no data | |
| Aug-12 | 2,490.00 | | |
| Sep-12 | 2,490.00 | | |
| Oct-12 | 2,490.00 | | |
| Nov-12 | 2,490.00 | | |
| Dec-12 | 2,490.00 | | |
| Jan-13 | 2,490.00 | | |
| Feb-13 | 2,490.00 | | |
| Mar-13 | 2,490.00 | | |

Efficiency

Activity - Surgery

Surgical Division Activity - Inpatient Contract

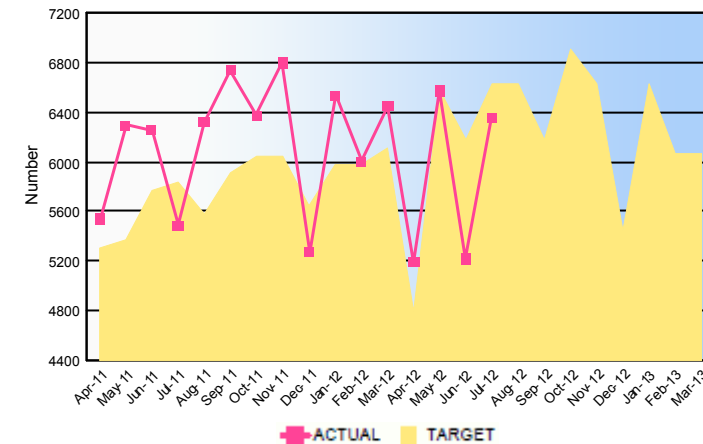


| Period | Target | Actual | Performance |
|--------|----------|----------|-------------|
| Apr-12 | 867.00 | 859.00 | a |
| May-12 | 1,026.00 | 974.00 | r |
| Jun-12 | 1,070.00 | 805.00 | r |
| Jul-12 | 1,079.00 | 1,090.00 | g |
| Aug-12 | 1,013.00 | | |
| Sep-12 | 1,054.00 | | |
| Oct-12 | 1,078.00 | | |
| Nov-12 | 1,090.00 | | |
| Dec-12 | 996.00 | | |
| Jan-13 | 1,075.00 | | |
| Feb-13 | 1,064.00 | | |
| Mar-13 | 1,094.00 | | |

Efficiency

Activity - Surgery

Surgical Division Activity - Outpatient Contract

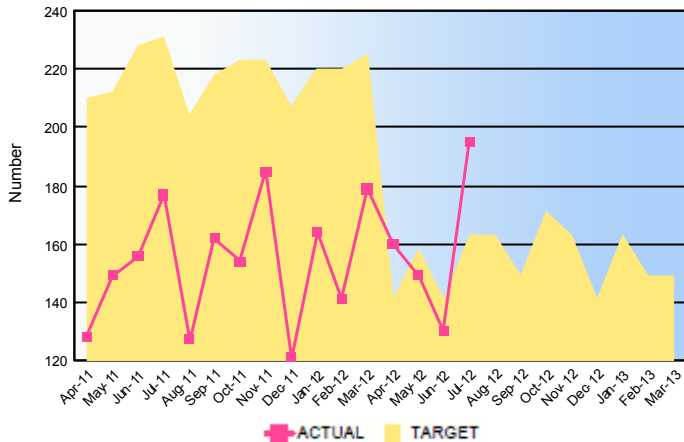


| Period | Target | Actual | Performance |
|--------|----------|----------|-------------|
| Apr-12 | 4,796.00 | 5,195.00 | g |
| May-12 | 6,577.00 | 6,573.00 | a |
| Jun-12 | 6,178.00 | 5,220.00 | r |
| Jul-12 | 6,628.00 | 6,352.00 | r |
| Aug-12 | 6,628.00 | | |
| Sep-12 | 6,178.00 | | |
| Oct-12 | 6,908.00 | | |
| Nov-12 | 6,628.00 | | |
| Dec-12 | 5,448.00 | | |
| Jan-13 | 6,628.00 | | |
| Feb-13 | 6,066.00 | | |
| Mar-13 | 6,066.00 | | |

Efficiency

Activity - Medicine

Medicine Division Activity - Inpatient Contract



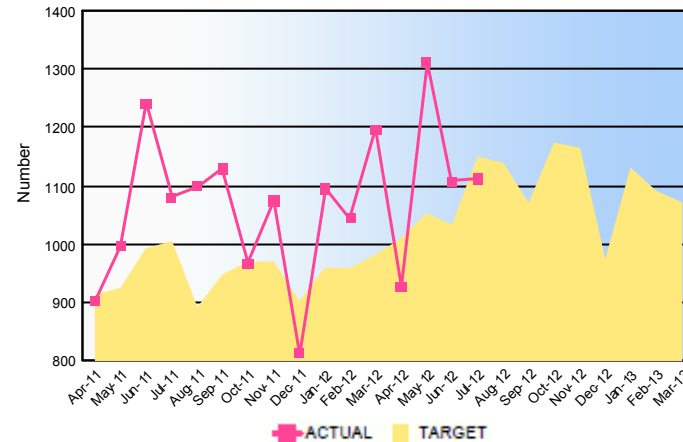
ACTUAL TARGET

| Period | Target | Actual | Performance |
|--------|--------|--------|-------------|
| Apr-12 | 141.00 | 160.00 | g |
| May-12 | 158.00 | 149.00 | a |
| Jun-12 | 141.00 | 130.00 | r |
| Jul-12 | 163.00 | 195.00 | g |
| Aug-12 | 163.00 | | |
| Sep-12 | 149.00 | | |
| Oct-12 | 171.00 | | |
| Nov-12 | 163.00 | | |
| Dec-12 | 141.00 | | |
| Jan-13 | 163.00 | | |
| Feb-13 | 149.00 | | |
| Mar-13 | 149.00 | | |

Efficiency

Activity - Medicine

Medicine Division Activity - Outpatient Contract

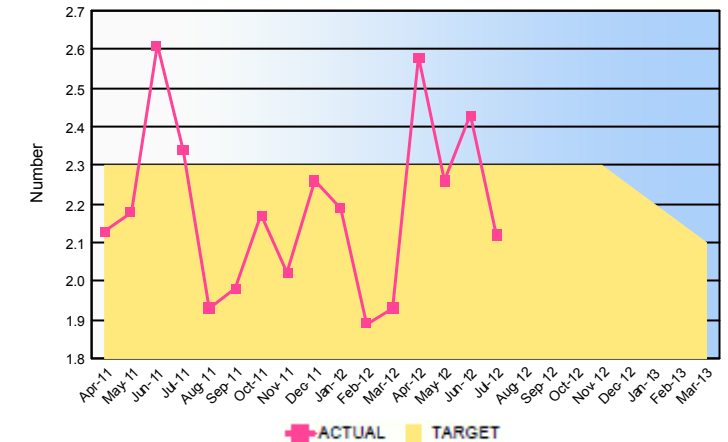


ACTUAL TARGET

| Period | Target | Actual | Performance |
|--------|----------|----------|-------------|
| Apr-12 | 1,009.00 | 926.00 | a |
| May-12 | 1,052.00 | 1,312.00 | g |
| Jun-12 | 1,032.00 | 1,108.00 | g |
| Jul-12 | 1,149.00 | 1,112.00 | a |
| Aug-12 | 1,138.00 | | |
| Sep-12 | 1,069.00 | | |
| Oct-12 | 1,173.00 | | |
| Nov-12 | 1,164.00 | | |
| Dec-12 | 971.00 | | |
| Jan-13 | 1,130.00 | | |
| Feb-13 | 1,090.00 | | |
| Mar-13 | 1,071.00 | | |

Efficiency

New to Follow Up Ratio (Consultant Led Activity)



ACTUAL TARGET

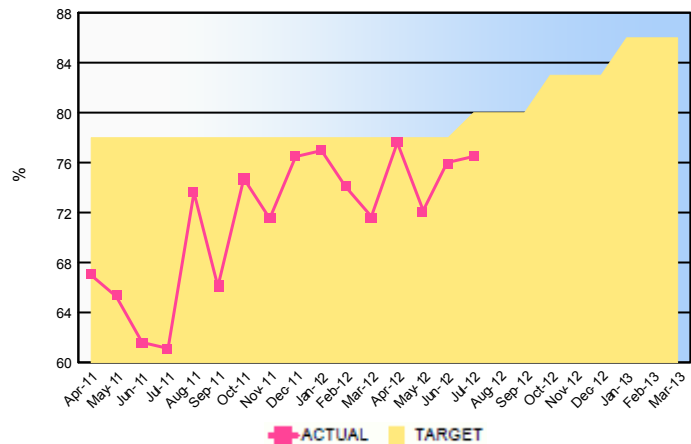
| Period | Target | Actual | Performance |
|--------|--------|--------|-------------|
| Apr-12 | 2.30 | 2.58 | r |
| May-12 | 2.30 | 2.26 | g |
| Jun-12 | 2.30 | 2.43 | a |
| Jul-12 | 2.30 | 2.12 | g |
| Aug-12 | 2.30 | | |
| Sep-12 | 2.30 | | |
| Oct-12 | 2.30 | | |
| Nov-12 | 2.30 | | |
| Dec-12 | 2.25 | | |
| Jan-13 | 2.20 | | |
| Feb-13 | 2.15 | | |
| Mar-13 | 2.10 | | |

Balanced Scorecard - Trust Board

2012/13 Month - 04

Efficiency

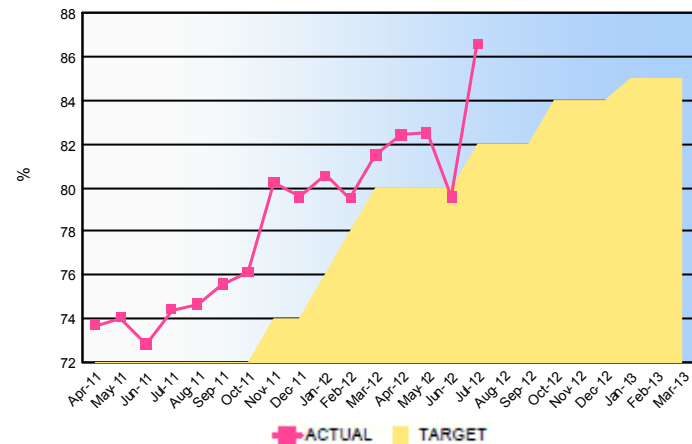
BADS Activity



| Period | Target | Actual | Performance |
|--------|--------|--------|-------------|
| Apr-12 | 78.00 | 77.66 | a |
| May-12 | 78.00 | 72.09 | a |
| Jun-12 | 78.00 | 75.95 | a |
| Jul-12 | 80.00 | 76.54 | a |
| Aug-12 | 80.00 | | |
| Sep-12 | 80.00 | | |
| Oct-12 | 83.00 | | |
| Nov-12 | 83.00 | | |
| Dec-12 | 83.00 | | |
| Jan-13 | 86.00 | | |
| Feb-13 | 86.00 | | |
| Mar-13 | 86.00 | | |

Efficiency

Admission on Day of Surgery

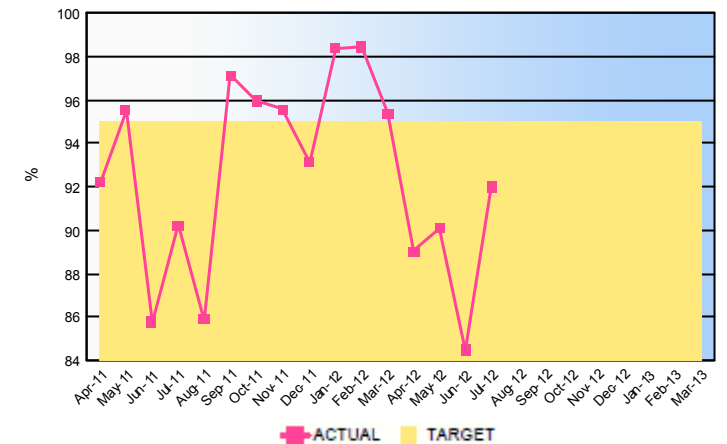


| Period | Target | Actual | Performance |
|--------|--------|--------|-------------|
| Apr-12 | 80.00 | 82.41 | g |
| May-12 | 80.00 | 82.51 | g |
| Jun-12 | 80.00 | 79.59 | a |
| Jul-12 | 82.00 | 86.61 | g |
| Aug-12 | 82.00 | | |
| Sep-12 | 82.00 | | |
| Oct-12 | 84.00 | | |
| Nov-12 | 84.00 | | |
| Dec-12 | 84.00 | | |
| Jan-13 | 85.00 | | |
| Feb-13 | 85.00 | | |
| Mar-13 | 85.00 | | |

Efficiency

Theatre Efficiency

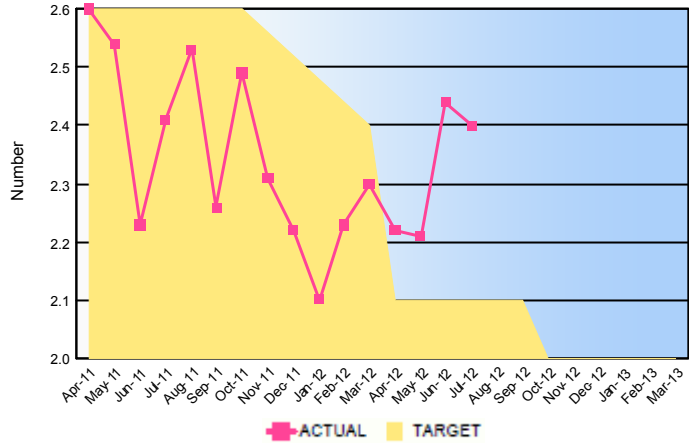
% Staffed Theatre Lists Utilised



| Period | Target | Actual | Performance |
|--------|--------|--------|-------------|
| Apr-12 | 95.00 | 89.04 | r |
| May-12 | 95.00 | 90.11 | a |
| Jun-12 | 95.00 | 84.47 | r |
| Jul-12 | 95.00 | 92.01 | a |
| Aug-12 | 95.00 | | |
| Sep-12 | 95.00 | | |
| Oct-12 | 95.00 | | |
| Nov-12 | 95.00 | | |
| Dec-12 | 95.00 | | |
| Jan-13 | 95.00 | | |
| Feb-13 | 95.00 | | |
| Mar-13 | 95.00 | | |

Efficiency

Average Length Of Stay - Elective Including Daycase

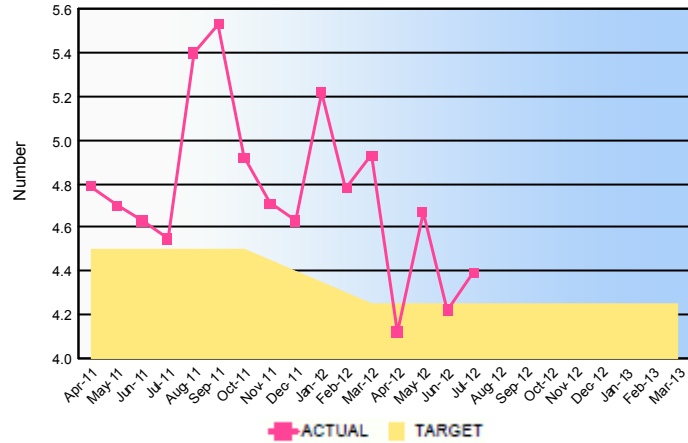


| Period | Target | Actual | Performance |
|--------|--------|--------|-------------|
| Apr-12 | 2.10 | 2.22 | a |
| May-12 | 2.10 | 2.21 | a |
| Jun-12 | 2.10 | 2.44 | r |
| Jul-12 | 2.10 | 2.40 | r |
| Aug-12 | 2.10 | | |
| Sep-12 | 2.10 | | |
| Oct-12 | 2.00 | | |
| Nov-12 | 2.00 | | |
| Dec-12 | 2.00 | | |
| Jan-13 | 2.00 | | |
| Feb-13 | 2.00 | | |
| Mar-13 | 2.00 | | |

Efficiency

Enhanced Recovery

Average Length of Stay Primary Hips

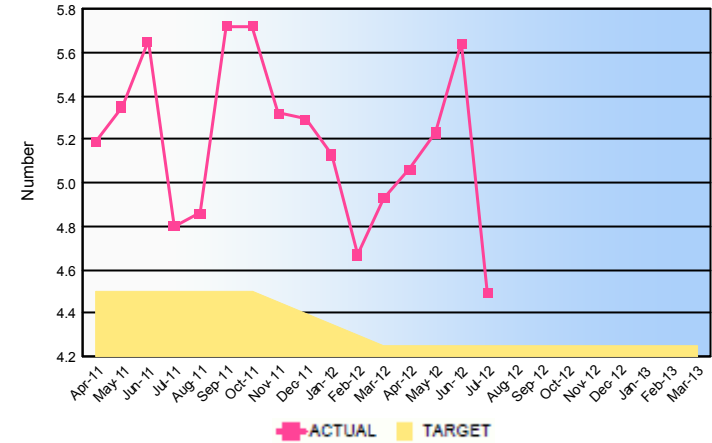


| Period | Target | Actual | Performance |
|--------|--------|--------|-------------|
| Apr-12 | 4.25 | 4.12 | g |
| May-12 | 4.25 | 4.67 | r |
| Jun-12 | 4.25 | 4.22 | g |
| Jul-12 | 4.25 | 4.39 | r |
| Aug-12 | 4.25 | | |
| Sep-12 | 4.25 | | |
| Oct-12 | 4.25 | | |
| Nov-12 | 4.25 | | |
| Dec-12 | 4.25 | | |
| Jan-13 | 4.25 | | |
| Feb-13 | 4.25 | | |
| Mar-13 | 4.25 | | |

Efficiency

Enhanced Recovery

Average Length of Stay Primary Knees



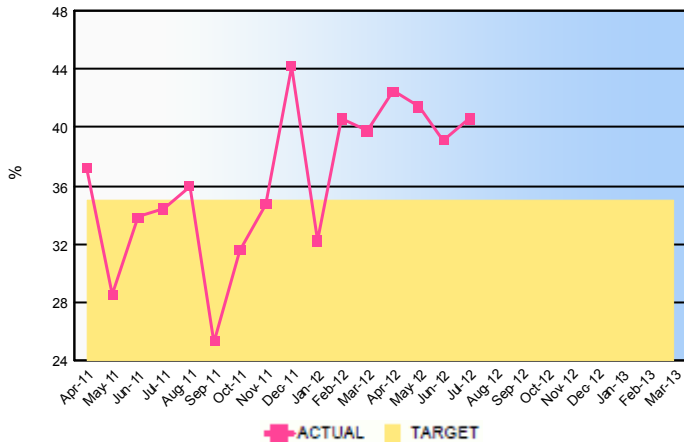
| Period | Target | Actual | Performance |
|--------|--------|--------|-------------|
| Apr-12 | 4.25 | 5.06 | r |
| May-12 | 4.25 | 5.23 | r |
| Jun-12 | 4.25 | 5.64 | r |
| Jul-12 | 4.25 | 4.49 | r |
| Aug-12 | 4.25 | | |
| Sep-12 | 4.25 | | |
| Oct-12 | 4.25 | | |
| Nov-12 | 4.25 | | |
| Dec-12 | 4.25 | | |
| Jan-13 | 4.25 | | |
| Feb-13 | 4.25 | | |
| Mar-13 | 4.25 | | |

Efficiency

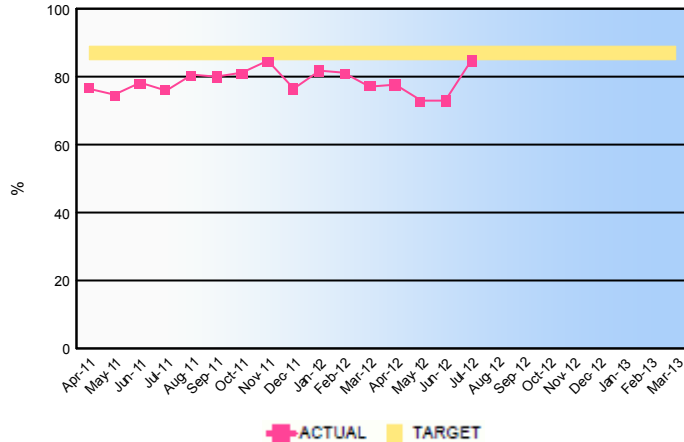
Efficiency

Enhanced Recovery

% of hip and knee patients discharged in 3 days or less



Bed Occupancy - Adult Orthopaedic Wards



| Period | Target | Actual | Performance |
|--------|--------|--------|-------------|
| Apr-12 | 35.00 | 42.48 | g |
| May-12 | 35.00 | 41.41 | g |
| Jun-12 | 35.00 | 39.13 | g |
| Jul-12 | 35.00 | 40.61 | g |
| Aug-12 | 35.00 | | |
| Sep-12 | 35.00 | | |
| Oct-12 | 35.00 | | |
| Nov-12 | 35.00 | | |
| Dec-12 | 35.00 | | |
| Jan-13 | 35.00 | | |
| Feb-13 | 35.00 | | |
| Mar-13 | 35.00 | | |

| Period | Target | Actual | Performance |
|--------|--------|--------|-------------|
| Apr-12 | 87.00 | 77.73 | r |
| May-12 | 87.00 | 72.84 | r |
| Jun-12 | 87.00 | 72.97 | r |
| Jul-12 | 87.00 | 84.79 | a |
| Aug-12 | 87.00 | | |
| Sep-12 | 87.00 | | |
| Oct-12 | 87.00 | | |
| Nov-12 | 87.00 | | |
| Dec-12 | 87.00 | | |
| Jan-13 | 87.00 | | |
| Feb-13 | 87.00 | | |
| Mar-13 | 87.00 | | |

Robert Jones and Agnes Hunt Orthopaedic Hospital NHS Foundation Trust

Finance Report for period ending 31st July 2012

A) Income and Expenditure Account £m

| | Annual | | In Month | | Year to Date | | | Annual | |
|---------------------------------|-------------|-------------|-------------|-------------|--------------|-------------|---------------|-------------|------|
| | Plan | Plan | Actual | Variance | Plan | Actual | Variance | Forecast | Risk |
| Clinical Income from activity | 73.92 | 6.38 | 6.80 | 0.41 | 24.07 | 23.79 | (0.28) | 73.92 | |
| Private Patient income | 3.81 | 0.32 | 0.35 | 0.04 | 1.27 | 1.25 | (0.02) | 3.81 | |
| Other income | 6.23 | 0.47 | 0.51 | 0.05 | 2.51 | 2.73 | 0.22 | 6.23 | |
| Pay | (46.17) | (3.89) | (4.07) | (0.18) | (15.62) | (15.56) | 0.06 | (46.17) | |
| Non-pay | (31.78) | (2.67) | (2.95) | (0.27) | (10.19) | (10.26) | (0.07) | (31.78) | |
| EBITDA | 6.02 | 0.60 | 0.65 | 0.04 | 2.04 | 1.94 | (0.10) | 6.02 | |
| Finance Costs | (4.52) | (0.38) | (0.37) | 0.01 | (1.46) | (1.45) | 0.01 | (4.52) | |
| Surplus/ Loss Before Impairment | 1.50 | 0.22 | 0.28 | 0.05 | 0.57 | 0.48 | (0.09) | 1.50 | |
| Impairment | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | |
| Net Surplus | 1.50 | 0.22 | 0.28 | 0.05 | 0.57 | 0.48 | (0.09) | 1.50 | |

C) Cashflow Statement £'000

| | In Month | | Year To Date | |
|--|--------------|--------------|--------------|--------------|
| | Plan | Actual | Plan | Actual |
| EBITDA | 605 | 650 | 2,035 | 1,938 |
| Impairments | 0 | 0 | 0 | 0 |
| Working Capital Movement | (137) | 529 | (341) | 1,263 |
| Operating Cash Flow | 468 | 1,179 | 1,694 | 3,201 |
| Capital Expenditure | (248) | (220) | (1,994) | (1,905) |
| Proceeds from sale of assets | 0 | 0 | 0 | 0 |
| Operating Cash Flow after Capital | 220 | 959 | (300) | 1,296 |
| Net Interest Paid / Received | (1) | 8 | (2) | 6 |
| Provisions Movement | 0 | (5) | 0 | (154) |
| Loans Received | 0 | 0 | 0 | 0 |
| Loan Repayment | 0 | 0 | 0 | 0 |
| Lease Payment | 0 | 0 | 0 | (8) |
| PDC Received | 0 | 0 | 0 | 0 |
| PDC Dividend Paid | 0 | 0 | 0 | 0 |
| Cash Flow for Period | 219 | 962 | (302) | 1,141 |
| Opening Cash Balance | 4,752 | 5,452 | 5,273 | 5,273 |
| Closing Cash Balance | 4,971 | 6,413 | 4,971 | 6,414 |

B) Statement of Financial Position £'000

| | Jun-12 | Jul-12 | Move- ment | |
|---|-----------------|-----------------|---------------|--|
| Fixed Assets | 51,262 | 51,222 | (39) | |
| Non current receivables | 649 | 688 | 39 | |
| Total Non Current Assets | 51,911 | 51,910 | (1) | |
| Inventories (Stocks) | 1,449 | 1,438 | (11) | |
| Receivables | 4,770 | 4,995 | 225 | cash increase linked to working capital improvement - increase in creditors |
| Cash at Bank and in hand | 5,452 | 6,413 | 961 | |
| Total Current Assets | 11,671 | 12,846 | 1,175 | |
| Payables (Creditors) | (10,129) | (11,032) | (903) | Payables increase linked to accrued OJP claims and deferral of annual education income received in month |
| Borrowings | (73) | (73) | 0 | |
| Current Provisions | (339) | (336) | 3 | |
| Total Current Liabilities | (10,541) | (11,441) | (900) | |
| Total Assets less Current Liabilities | 53,040 | 53,316 | 276 | |
| Non Current Borrowings | (328) | (328) | 0 | |
| Non Current Provisions | (368) | (366) | 2 | |
| Creditors due after more than one year | (696) | (694) | 2 | |
| Total Assets Employed | 52,344 | 52,621 | 277 | |
| Public Dividend Capital | 31,220 | 31,220 | 0 | In month surplus |
| Revenue Position | 208 | 485 | 277 | |
| Retained Earnings | 7,916 | 7,916 | 0 | |
| Revaluation Reserve | 13,001 | 13,001 | 0 | |
| Total Taxpayers Equity | 52,344 | 52,621 | 277 | |

D) Monitor Risk Assessment/Ratio's

| | Annual Plan | YTD Actual | YTD Risk Rating | Annual Forecast | Forecast Risk Rating |
|----------------------------|-------------|------------|-----------------|-----------------|----------------------|
| EBITDA Margin | 6.4% | 4.8% | 2 | 6.4% | 3 |
| EBITDA Achieved | 101.0% | 93.0% | 4 | 101.0% | 5 |
| Return on Assets (ROA) | 1.6% | -0.9% | 2 | 1.6% | 3 |
| I&E Surplus Margin | 1.8% | 1.7% | 3 | 1.8% | 3 |
| Liquidity Ratio (Days) | 33 | 28 | 4 | 33 | 4 |
| Overall risk rating | 3 | 3 | 3 | 3 | 3 |

Executive Commentary

The financial results for July have been strong posting a £0.28m surplus.

This is in line with our recovery trajectory. Key will be managing the cost base as we increase activity.

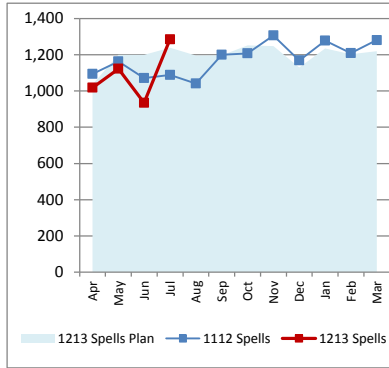
We have strengthened our FRR position in month.

Robert Jones and Agnes Hunt Orthopaedic Hospital NHS Foundation Trust Finance Report for period ending 31st July 2012

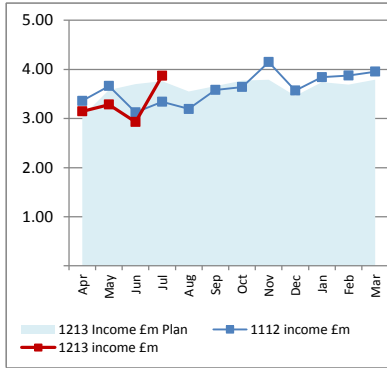
E) Income and activity analysis

Inpatients

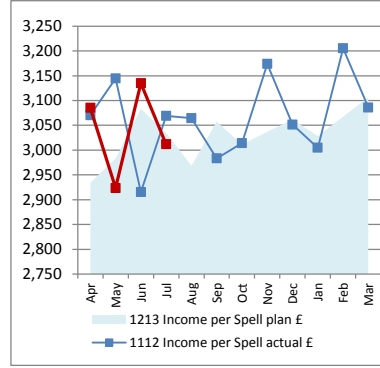
In-patient Spells



In-patient Income £m



In-patient income per spell

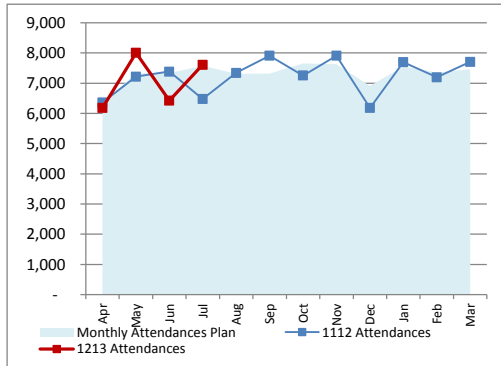


Inpatient activity came in 47 cases above plan in total, this was mainly due to Pain Management and Medicine, Orthopaedic cases came in on plan.

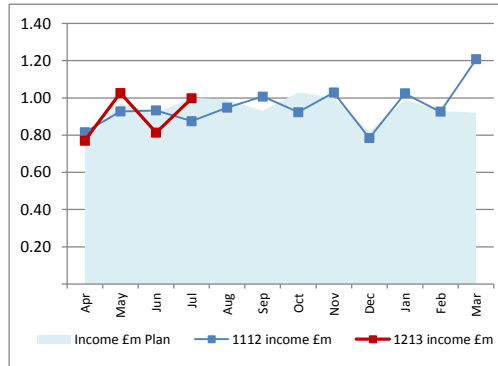
This and another favourable case mix, particularly in Orthopaedics helped generate a £0.1m over-achievement against plan in month

Out-patients

Out-patient Attendances



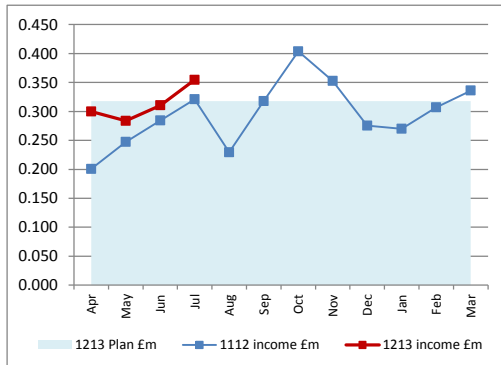
Out-patient Income £m



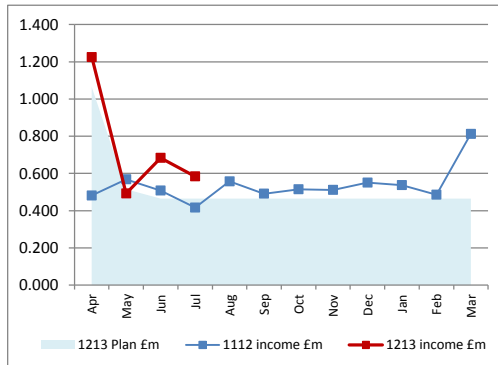
Outpatient activity was only slightly behind plan this month (3%), but a favourable case-mix means that income matched plan in month.

Other Income

Private Patients Income £m



Other Income £m



Private Patient income continues it's upwards trend and went above plan in month and is now only £23k behind plan year to date.

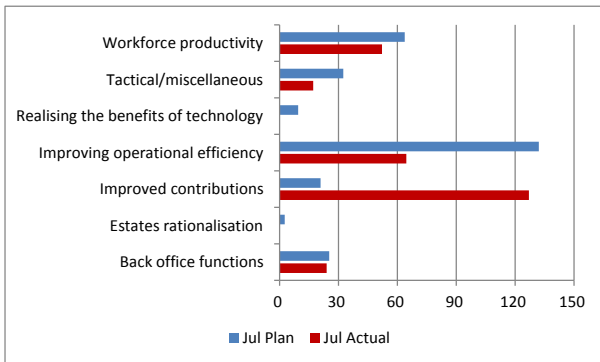
It should be noted that private patient income is some £0.2m ahead of levels at the same point last year.

Other income fell slightly against last month but continues above plan driven by a further retrospective VAT recovery and the release of deferred income in month.

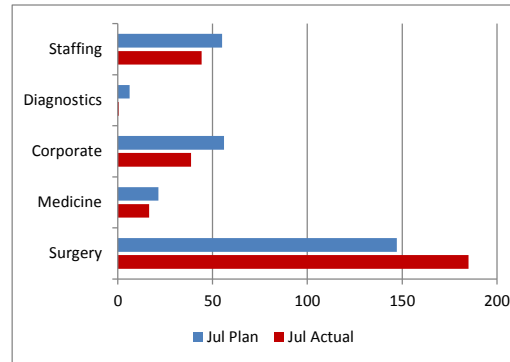
Robert Jones and Agnes Hunt Orthopaedic Hospital NHS Foundation Trust Finance Report for period ending 31st July 2012

F) Cost Improvement Programme

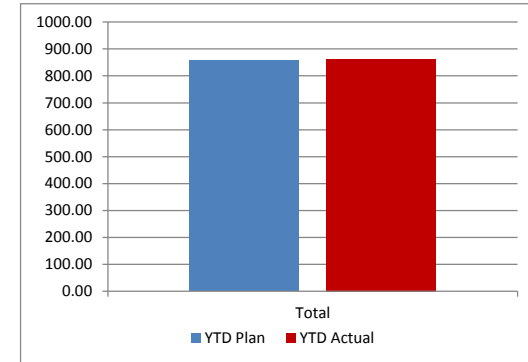
In Month CIP Achievement £000's



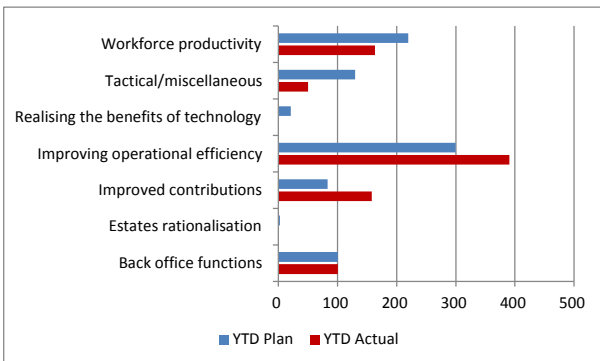
In Month CIP Achievement £000's



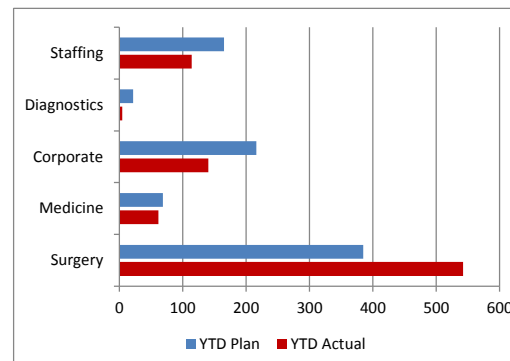
Trust YTD Achievement Against YTD Plan £000's



Year To Date CIP Achievement £000's



Year To Date CIP Achievement £000's



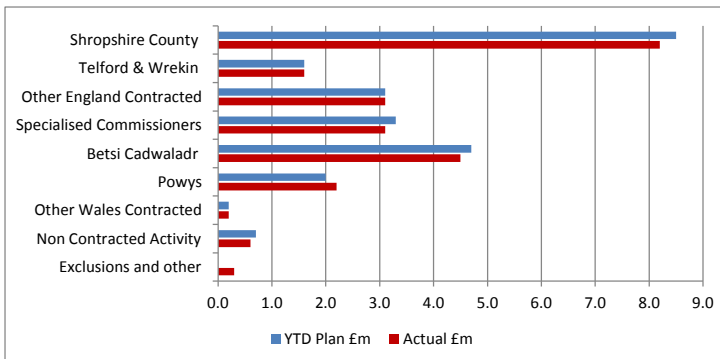
The overall CIP continued to track to plan.

As reported in the main narrative a revised spend trajectory for OJP is being completed as it is anticipated that this will be a key facet to our RTT delivery plan.

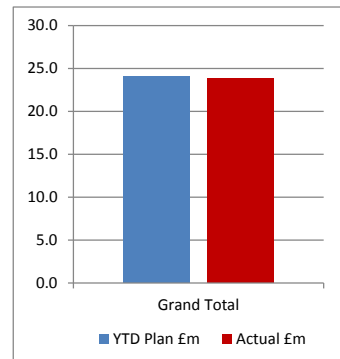
Other schemes that improved in month are procurement, ward savings and private income.

G) Commissioner Performance

Year To Date Commissioner Income against Plan £m



YTD Total Income Against Plan £m



Planned higher levels of activity in July meant we exceeded contract levels by £0.4m.

As shown in the graph adjacent the Shropshire contracts £0.5m YTD shortfall last month has now reduced to £0.3m while the BCU (North Wales) contract has also reduced to a YTD shortfall of £0.2m down from £0.3m in June.

We continue to receive additional referrals from Powys, which has led the contract to continue to over-perform both in month £0.1m and YTD £0.2m.

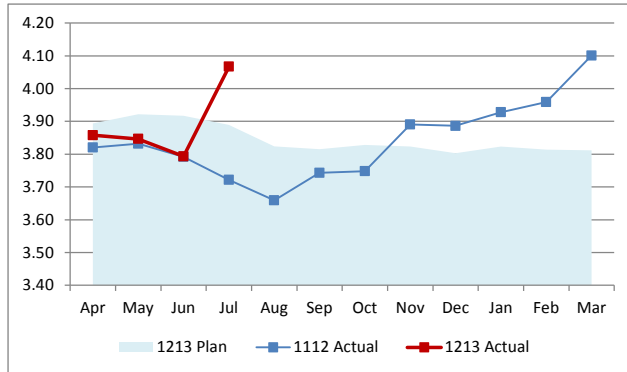
Robert Jones and Agnes Hunt Orthopaedic Hospital NHS Foundation Trust

Finance Report for period ending 31st July 2012

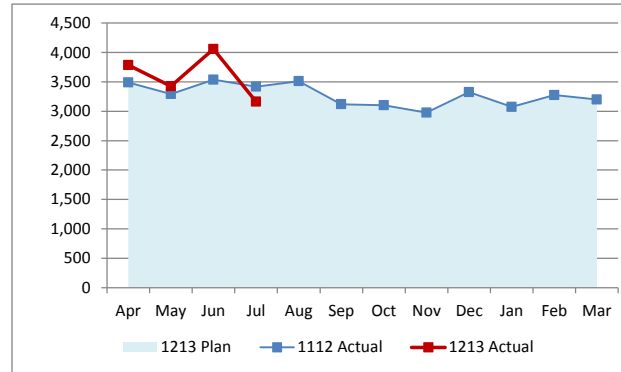
H) Pay Expenditure related Key Drivers/Financial Assumptions

Total Pay

Total Pay Expenditure (£m)



Trust Pay Cost Per In-patient Spell (£)

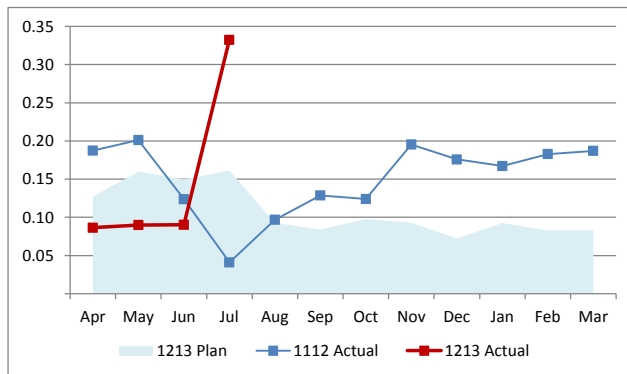


Pay costs in month moved up significantly due to increased out of job plan expenditure following the recent agreement, this is shown in both the first graph opposite and the specific OJP graphs below.

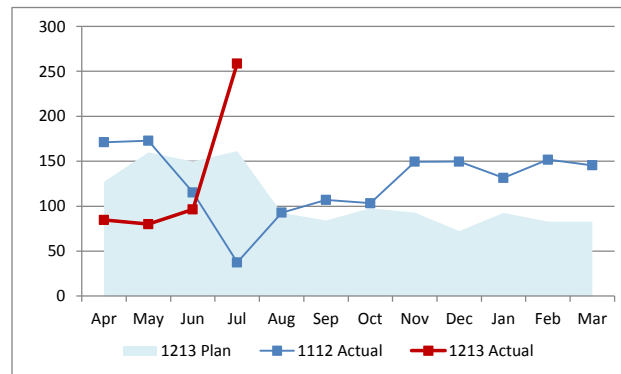
Other pay costs remain steady and higher levels of activity in month means that the average pay cost per in-patient spell has dropped back down to below both plan and last years figures, as shown in the second graph.

Out of Job Plan Expenditure

Out of Job Plan Expenditure (£m)



Average OJP Cost Per In-patient Spell (£)

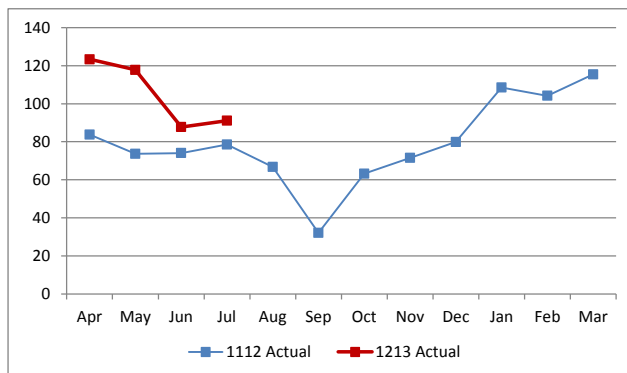


As expected following the recent agreement on Out of Job Plan activity, expenditure in this area has increased significantly in July. This helped ensure that in-patient activity levels in July exceeded planned levels

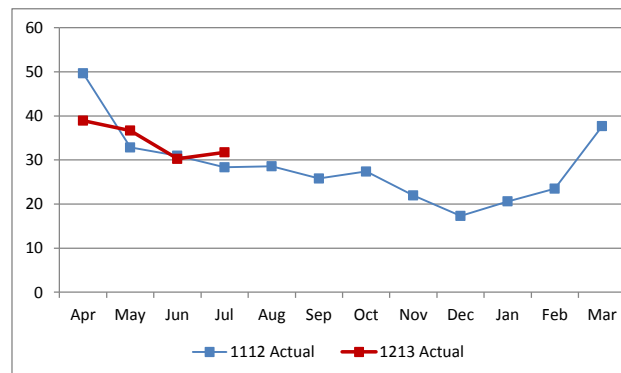
Whilst we have appointed permanent consultants that will mitigate OJP spend we anticipate levels to be above average in delivery of additional RTT activity.

Bank & Agency Expenditure

Clinical Bank & Agency Expenditure (£,000)



Non-Clinical Bank & Agency Expenditure (£,000)



Both Clinical and Non-clinical Bank and Agency spend remained steady in July, both showing only a minor increase on June spend.

Individual management reviews are still on-going with pockets of high users.

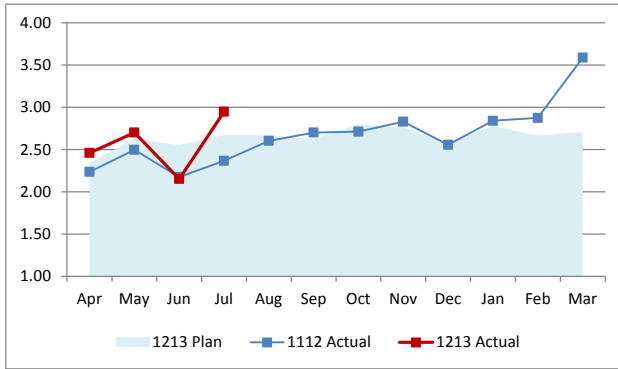
Robert Jones and Agnes Hunt Orthopaedic Hospital NHS Foundation Trust

Finance Report for period ending 31st July 2012

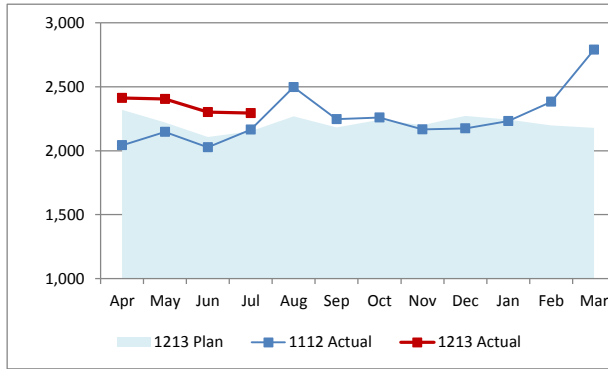
I) Non-Pay Expenditure related Key Drivers/Financial Assumptions

Total Non-pay

Total Non-pay Expenditure (£m)



Trust Average Non-pay Cost Per In-patient Spell (£)



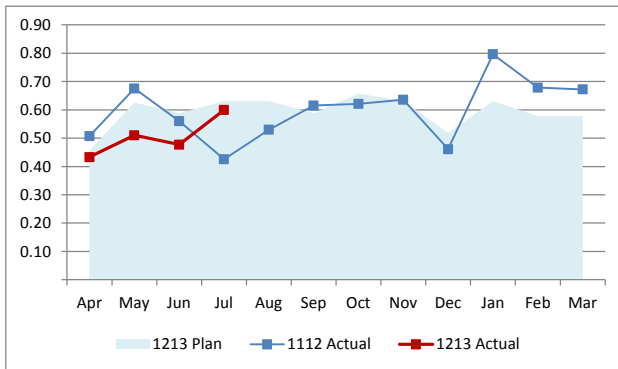
Non-pay costs came in £0.27m above plan.

The most significant area of cost being £0.15m spent with the private sector for delivery of activity, which is being utilised in order to ensure the Trust meets its RTT targets.

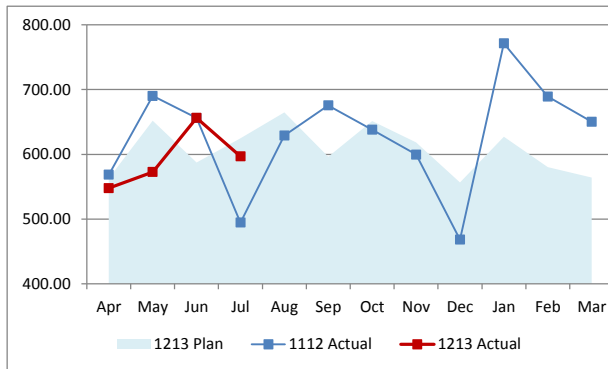
The other notable area of spend was Anti TNF drugs which came in £0.1m above plan, although it should be noted that this expenditure is income backed so has nil effect on the Trusts position

Implants Expenditure

Implant Expenditure (£m)



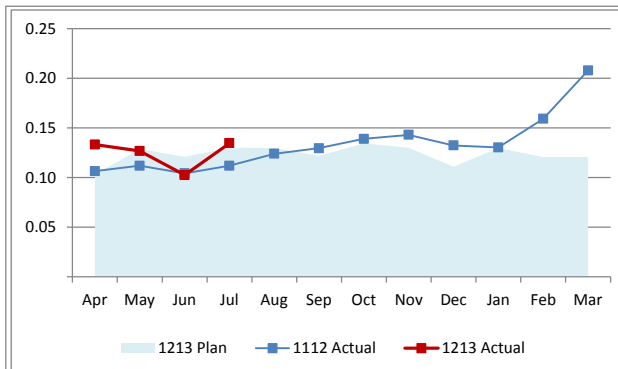
Average Implant Cost Per Surgical In-patient Spell (£)



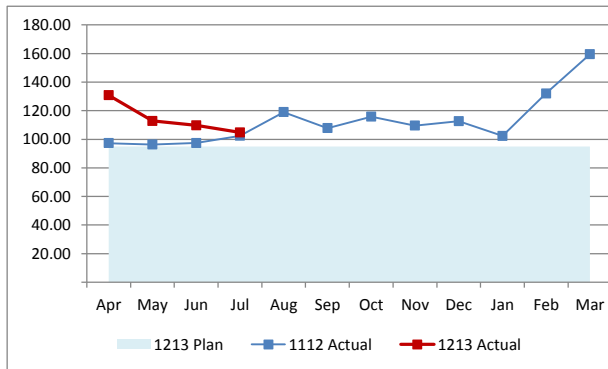
Implant expenditure increased this month in line with activity levels but still managed to stay within budget, it should however be noted that implant costs which are part of the private sector activity are not included in the spend shown in these graphs.

Drugs Expenditure

Drugs Expenditure (£m)



Average Drugs Cost Per In-patient Spell (£)



Drugs expenditure has slightly exceeded plan in month, however it should be noted that this relates to a number of high cost drugs which are income backed

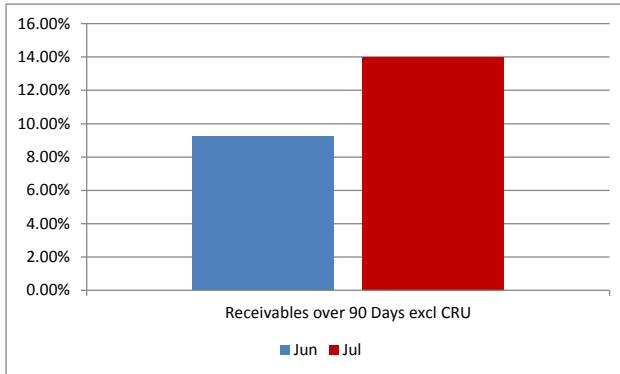
Robert Jones and Agnes Hunt Orthopaedic Hospital NHS Foundation Trust

Finance Report for period ending 31st July 2012

J) Balance Sheet Items Analysis

Debtors

Receivables over 90 Days



Invoices over 90 days old and over £5K

| Debtor | Detail | Amount | Status |
|--------------------------|---------------------------|--------|-------------------------------|
| Insurance Company | Private Patient | 6,620 | Payment pending |
| Specialised Commissioner | Non contracted activity | 12,989 | Payment pending |
| Former employee | Equipment | 20,985 | With debt recovery agent |
| Rugby Club | private outpatients | 15,751 | Discussions ongoing |
| W Mids PCTs | Old year over performance | 57,833 | Awaiting final reconciliation |
| NHS Trust | Clinical Services | 11,132 | Discussions ongoing |
| Insurance Company | Private Patient shortfall | 6,364 | Discussions ongoing |

Total invoices over 90 days > £5K 131,674

The percentage of receivables over 90 days increased in month to 13.80%.

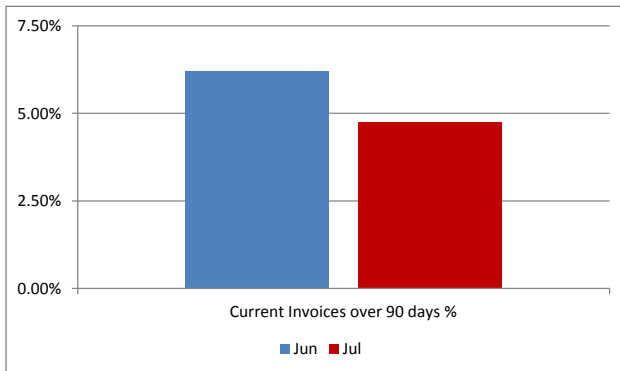
We have set ourselves a target of 5% in line with Monitors financial risk assessment metric.

The table to the left details the most material aged debtors and the status of each.

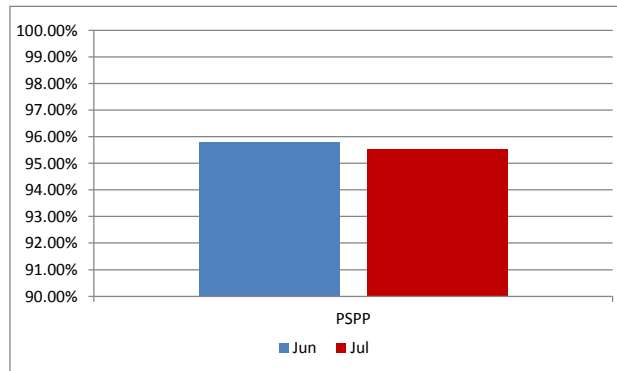
Provisions are routinely made for all of our aged debts to reflect the increased risk of bad debt exposure.

Creditors

Creditors over 90 Days



Public Sector Payments Policy

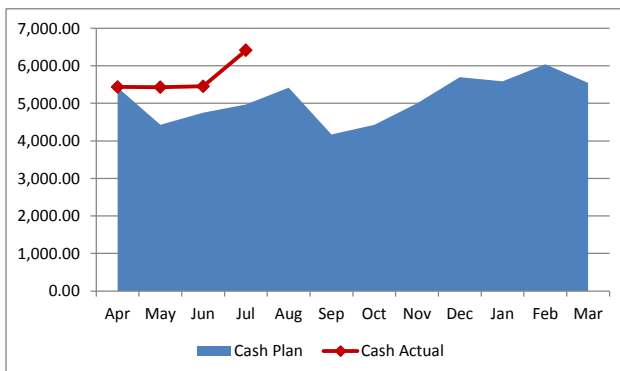


Creditors over 90 days has reduced to 4.74% bringing us below the 5% target we have set ourselves in line with Monitors financial risk assessment metric.

Performance against the 30 day payment target dipped slightly by 0.26% but is still above the target of 95%.

Cash

Cash Plan v Actual



Cash Placed on Investment Accounts

| Date Invested | Date of Maturity | Investment Organisation | Invested Amount | Interest rate secured | Additional interest earned |
|---------------|------------------|-------------------------|------------------|-----------------------|----------------------------|
| 23/05/12 | 23/08/12 | Lloyds | 1,000,000 | 1.40% | 2,899 |
| 04/07/12 | 06/08/12 | Santander | 2,000,000 | 1.01% | 1,374 |
| 06/08/12 | 06/09/12 | Santander | 2,000,000 | 0.96% | 1,206 |
| TOTAL | | | 5,000,000 | | 5,479 |

The cash balance increased by £1m in month to £6.4m driven by an increase in accrued expenditure (mostly OJP claims pending) and the receipt of our annual education income that has been deferred. Our cash balance is now £1.4m ahead of plan.

Surplus cash balances continue to be invested in line with the parameters of our Treasury Management policy. The table to the left is an extract from our investment register showing our investment activity for the year to date and the additional interest that this has secured.

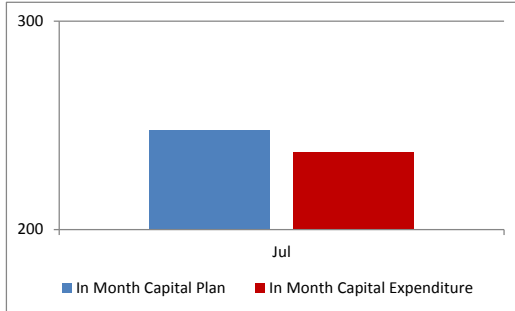
Robert Jones and Agnes Hunt Orthopaedic Hospital NHS Foundation Trust

Finance Report for period ending 31st July 2012

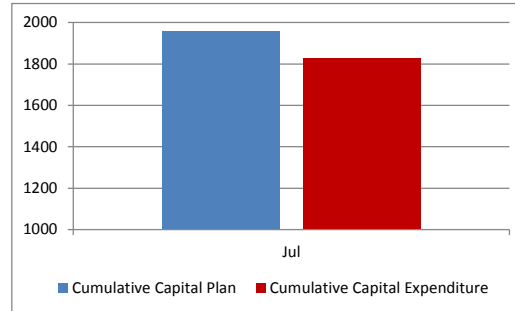
K) Capital Programme

Capital

In Month Capital Expenditure £'000s



Cumulative Capital Expenditure £'000s



Capital Projects Listing

| Capital Projects 2012/13 | | | | | | | | |
|--------------------------------|-------------------|---------------|-----------------|-------------------|----------------|---------------------|--------------------|------------------------|
| Project | Annual Plan £000s | In Month Plan | In Month Actual | In Month Variance | YTD Plan £000s | YTD Completed £000s | YTD Variance £000s | Forecast Outturn £000s |
| Estates Backlog | 510 | 40 | 37 | (3) | 90 | 182 | 92 | 510 |
| Main Entrance | 600 | 0 | 33 | 33 | 600 | 775 | 175 | 600 |
| Medical Equipment | 920 | 30 | 0 | (30) | 660 | 626 | (34) | 920 |
| Diagnostics Equip't | 200 | 50 | 129 | 79 | 125 | 129 | 4 | 200 |
| X-Ray Refurbishment | 250 | 50 | 3 | (47) | 150 | 30 | (120) | 250 |
| IT Investment | 200 | 0 | 0 | 0 | 50 | 1 | (49) | 200 |
| Orthotics Redesign | 240 | 0 | 8 | 8 | 0 | 13 | 13 | 240 |
| Site Redevelopment | 300 | 30 | 0 | (30) | 130 | 0 | (130) | 300 |
| Denbighs | 100 | 10 | 0 | (10) | 10 | 0 | (10) | 100 |
| Stores | 100 | 0 | 0 | 0 | 0 | 0 | 0 | 100 |
| Sheldon Ward | 50 | 0 | 6 | 6 | 50 | 16 | (34) | 50 |
| Other Capital | 420 | 38 | 21 | (17) | 93 | 56 | (37) | 420 |
| NHS Capital Expenditure | 3,890 | 248 | 237 | (11) | 1,958 | 1,828 | (130) | 3,890 |

Capital expenditure in month amounted to £0.24m which was broadly on plan. The most significant item of spend this month related to Diagnostic equipment including a CT tube and the purchase of a mobile image intensifier.

Cumulatively the programme is behind plan overall by £0.13m due to various schemes being re-tendered to attain better value for money.

Progress against the detailed capital programme continues to be monitored by the Business Risk and Investment Committee.

L) Service Line Performance

Service Line Reporting

Service Level Reporting 2012-2013 Q1

| Service Line Group | Surplus / (Loss) | |
|-------------------------------|------------------|------------|
| | Q4 £000 | Q1 £000 |
| Joint Surgery / Bone Tumour | 604 | -149 |
| Spinal Services | -115 | -88 |
| Paediatric Services | 235 | 171 |
| Medicine | 92 | 68 |
| Trading Directorate | 28 | 105 |
| Corporate Overhead Adjustment | -438 | 100 |
| Total | 406 | 207 |

The updated Service Line Reporting for Quarter 1 of 2012/13 is shown in the table above. The overall theme relates to a drop in performance relating to lower activity levels in Q1. Of specific note for the Quarter is:

Joint Surgery

The deterioration of the Joint Surgery position has been driven by reduced activity across all service lines but in particular, Arthroplasty.

Spinal Services

A reduction in road traffic accident income in quarter has caused Spinal Injuries to become loss making in quarter, offset by an improvement in Spinal surgery generated by a more favourable case mix.

Paediatric Services

The deterioration in the Paediatric position is activity driven.

Medicine

No major new issues to raise.

Trading Directorate

The improved trading account position is due to increased performances in Orthotics and Physiotherapy Direct Access.

Corporate Overhead Adjustment

These relate to non operationally driven adjustments e.g. impact of accounting changes and re-assessment of provisions. The impact of these is therefore excluded from individual service line positions.

M) Key Financial Risks

| Key Risk Description | Risk Rating | Mitigating Action | Resulting Risk Rating |
|--|-------------|---|-----------------------|
| Delivery of 4% Efficiency programme incorporated into annual plan | High | Monthly Divisional Performance reviews to monitor progress. Over identification of schemes to protect from slippage | Medium |
| Emerging cost pressures not captured in plan including inflation | High | Plan has built in cost pressure reserve | Medium |
| Failure to deliver full C-QUIN programme leading to lost income | High | Each C-QUIN has a nominated operational and exec lead. Contingency for delivery built into plan | Medium |
| Delivery of additional activity to achieve RTT waiting times at cost in excess of tariff | High | Capacity working group in place to consider value for money of all capacity proposals | Medium |
| Economic squeeze on public spending leading to Commissioner unaffordability of current contract values | High | Close working relationships with Commissioners in introducing mutually beneficial demand management schemes | Medium |
| | | | |

The top five financial risks to the delivery of our financial plan have been captured in the table above. Also included are the mitigating actions in place from which a residual risk position has been assessed.

All risks and the effectiveness of mitigations are re-assessed each month.

Robert Jones and Agnes Hunt Orthopaedic Hospital NHS Foundation Trust

Finance Report for period ending 31st July 2012

N) Rolling Cashflow Forecast

| INCOME | Actual | | | Forecast | | | | | | | | | | | | |
|---|-----------------|-----------------|------------------|----------------|------------------|----------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|--------------|
| | Apr 2012 Actual | May 2012 Actual | June 2012 Actual | July 2012 Plan | August 2012 Plan | Sept 2012 Plan | Oct 2012 Plan | Nov 2012 Plan | Dec 2012 Plan | Jan 2013 Plan | Feb 2013 Plan | Mar 2013 Plan | Apr 2013 Plan | May 2013 Plan | June 2013 Plan | |
| Clinical SLA Income | 5,964 | 5,625 | 6,113 | 5,970 | 5,918 | 5,918 | 5,918 | 5,918 | 5,918 | 5,918 | 5,918 | 5,920 | 5,914 | 5,914 | 5,914 | 5,914 |
| Clinical SLA Overperformance | 69 | 175 | | | 58 | | | | | | | | | | | |
| Clinical SLA Underperformance refunds | -473 | -213 | | | | | | | | | | | | | | |
| Other NHS Income | 1,193 | 632 | 568 | 879 | 443 | 348 | 631 | 610 | 544 | 200 | 377 | 469 | 500 | 500 | 500 | 500 |
| Non NHS Income | 211 | 466 | 401 | 832 | 500 | 500 | 500 | 500 | 500 | 650 | 650 | 650 | 650 | 650 | 650 | 650 |
| Recharges | 125 | 125 | 125 | 125 | 125 | 125 | 125 | 125 | 125 | 125 | 125 | 125 | 125 | 125 | 125 | 125 |
| Donated Capital | 600 | | | | 50 | | | | | | | | | | | |
| Total Cash receipts | 7,689 | 6,810 | 7,207 | 7,806 | 7,094 | 6,891 | 7,174 | 7,153 | 7,087 | 6,893 | 7,070 | 7,164 | 7,189 | 7,189 | 7,189 | 7,189 |
| EXPENDITURE | | | | | | | | | | | | | | | | |
| Payroll | 2,315 | 2,237 | 2,221 | 2,243 | 2,300 | 2,300 | 2,300 | 2,300 | 2,300 | 2,300 | 2,300 | 2,300 | 2,300 | 2,300 | 2,300 | 2,300 |
| Tax,NI,SPN | 1,575 | 1,631 | 1,567 | 1,522 | 1,575 | 1,575 | 1,575 | 1,575 | 1,575 | 1,575 | 1,575 | 1,575 | 1,600 | 1,600 | 1,600 | 1,600 |
| Theatre rental | | | | | | 816 | | | | | | | | | | |
| Non-Pay via Accs Payable (Trade) | 2,620 | 1,930 | 2,539 | 2,277 | 2,250 | 2,250 | 2,250 | 2,250 | 2,250 | 2,250 | 2,250 | 2,250 | 2,250 | 2,250 | 2,250 | 2,250 |
| Non-Pay via Accs Payable (NHS) | 335 | 514 | 370 | 572 | 800 | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 500 |
| Capital (NHS) | 681 | 111 | 242 | 220 | 392 | 349 | 128 | 138 | 189 | 178 | 278 | 370 | 300 | 300 | 300 | 300 |
| Capital (Donated) | | 404 | 246 | | | | | | | | | | | | | |
| Investments | 4,000 | -1,000 | | | -1,000 | -2,000 | | | | | | | | | | |
| Loan Repayment | | | | | | | | | | | | | | | | |
| Loan Interest | | | | | | 18 | | | | | | 19 | | | | |
| PDC Dividend | | | | | | 623 | | | | | | 623 | | | | |
| Total Cash Payments | 11,526 | 5,827 | 7,185 | 6,834 | 6,317 | 6,431 | 6,753 | 6,763 | 6,814 | 6,803 | 6,903 | 7,637 | 6,950 | 6,950 | 6,950 | 6,950 |
| CASH BALANCE | | | | | | | | | | | | | | | | |
| Opening Balance | 5,271 | 1,434 | 2,417 | 2,439 | 3,411 | 4,188 | 4,648 | 5,069 | 5,459 | 5,732 | 5,822 | 5,989 | 5,516 | 5,755 | 5,994 | 6,233 |
| Cash Movement | -3,837 | 983 | 22 | 972 | 777 | 460 | 421 | 390 | 273 | 90 | 167 | -473 | 239 | 239 | 239 | 239 |
| Closing Balance | 1,434 | 2,417 | 2,439 | 3,411 | 4,188 | 4,648 | 5,069 | 5,459 | 5,732 | 5,822 | 5,989 | 5,516 | 5,755 | 5,994 | 6,233 | 6,472 |
| Total cash including investments | | | | | | | | | | | | | | | | |
| Add short term investments | 4,000 | 3,000 | 3,000 | 3,000 | 2,000 | | | | | | | | | | | |
| Total Cash Holding | 5,434 | 5,417 | 5,439 | 6,411 | 6,188 | 4,648 | 5,069 | 5,459 | 5,732 | 5,822 | 5,989 | 5,516 | 5,755 | 5,994 | 6,233 | 6,472 |
| Previous month forecast cash holding | 5,006 | 4,534 | 5,453 | 5,782 | 5,896 | 4,402 | 4,869 | 5,305 | 5,624 | 5,760 | 5,973 | 5,544 | 5,833 | 6,122 | 6,411 | |
| Variance | 428 | 883 | -14 | 629 | 292 | 246 | 200 | 154 | 108 | 62 | 16 | -28 | -78 | -128 | -178 | |

Cashflow

Appendix 1 - Declaration of performance against healthcare targets and indicators

These targets and indicators are set out in the 2012/13 Compliance Framework

Definitions can be found in the "2012/13 Compliance Framework"

| Target or Indicator (per 2012/13 Compliance Framework) | Inresnoia/ agreed target | | Month 4 | |
|--|-----------------------------|-----------|-----------------------|-------------|
| | YTD | Weighting | Achieved / Not Met | explanation |
| Clostridium Difficile -meeting the C.Diff objective | 2 | 1.0 | Achieved | |
| MRSA - meeting the MRSA objective | 0 | 1.0 | Achieved | |
| Cancer 62 Day Waits for first treatment (from urgent GP referral) | >85% | 1.0 | Achieved | |
| Referral to treatment time, 18 weeks in aggregate, admitted patients | >90% | 2.0 | Failed to Meet | |
| Referral to treatment time, 18 weeks in aggregate, non-admitted patients | >95% | | Failed to Meet | |
| Referral to treatment time, 18 weeks in aggregate, incomplete pathways | >92% | | Failed to Meet | |
| Cancer 31 day wait from diagnosis to first treatment | >96% | 0.5 | Achieved | |
| Cancer 2 week (all cancers) | >93% | 0.5 | Achieved | |
| Compliance with requirements regarding access to healthcare for people with a learning disability | N/A | 0.5 | Achieved | |
| Risk of, or actual, failure to deliver mandatory services | N/A | 4.0 | No | |
| CQC compliance action outstanding (as at 31 May 2012) | N/A | special | No | |
| CQC enforcement action within last 12 months (up to 31 May 2012) | N/A | special | No | |
| CQC enforcement notice currently in effect (as at 31 May 2012) | N/A | 4.0 | No | |
| Moderate CQC concerns or impacts regarding the safety of healthcare provision (as at 31 May 2012) | N/A | special | No | |
| Major CQC concerns or impacts regarding the safety of healthcare provision (as at 31 May 2012) | N/A | 2.0 | No | |
| Unable to maintain, or certify, a minimum published CQC level of 1.0 or have in place appropriate alternative arrangements | N/A | 2.0 | No | |
| 300 or more alternative arrangements assessment at last NRESA CQC inspection (materiality of all services) | N/A | special | No | |
| Trust unable to declare ongoing compliance with minimum standards of CQC registration | N/A | special | No | |
| Overall rating | | | 2 | AMBER-RED |