

BOARD OF DIRECTORS

Russell Hardy ☎ 4358
 Chairman

Subject/Title	November (Month 8) Integrated Performance Report	
Executive Responsible	John Grinnell, Director of Finance	
Paper prepared by (if different from above)	Esyllt Edwards, Information Analyst 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 8 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 November 2012 (Month 8). 	

BOARD OF DIRECTORS
INTEGRATED PERFORMANCE REPORT
NOVEMBER 2012

1. Introduction

- 1.1 This paper presents the Trust's performance at the end of November 2012, the eighth 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 position for November shows a much improved position in terms of overall activity delivery and performance on RTT measures. Performance on quality remains strong. In terms of resources, although we are achieving to date this requires continued focus for the remainder of the year. We have been successful in securing additional support from the PCT to manage the cost of delivery on 18 weeks and it is really encouraging to note our return to performance on the 90%/95% measures.
- 2.2 Focus continues on the 92% achievement and we are tracking progress against our delivery plan to March 2013. Monitor have informed us that we will be rated as 'red' until we achieve compliance on this measure.
- 2.3 In terms of overall productivity, our treatment of patients on a day case basis continues to grow and our stays for the main procedures reduces – we have made huge improvements in these areas and are focussing on the longer stays which will support overall further improvements in these metrics.

3. November Performance Overview

3.1 Domain 1 – Patient Safety

- 3.1.1 **Patient Safety: Directors Assessment** – Underlying performance for this domain remains strong with focus continuing on monitoring and assessing patient falls.
- 3.1.2 **Infection Control and Screening** – There were no cases of hospital acquired MRSA bacteraemia or C. difficile in November. 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 November.

- 3.1.4 **Serious Incidents** – A fracture as a result of a patient fall was reported as a serious incident in November. All risk assessments had been completed for the patient and although the incident is due to the same reason as the incident in October no underlying trends or issues have been identified.
- 3.1.5 **Mortality Rates** – There were two patient deaths during the month. One death was on the Medical Ward and the other post-surgery. Neither death was unexpected.
- 3.1.6 **Medicines Management** – There were 24 medication incidents relating to patient care during November. There were 5 prescribing errors, 12 administration errors, 4 dispensing errors and 3 regarding safe storage of medication.

All incidents have been or are under investigation by the area manager. The 24 incidents represented 1.64% of the total Trust inpatient activity for the month and is reported as red in the scorecard.

- 3.1.7 **Patient Falls** – The percentage of patient falls decreased again in November to 1.76% of inpatient activity against a target ceiling of 1.60%. In total there were 13 falls (three slips and ten falls). 6 patients fell due to not following medical advice provided to them.

The Falls Protocol was followed and a root cause analysis completed for each incident with one patient who required treatment as a result of the fall as detailed in section 3.1.4 above. As part of the Senior Nurse Forum, work continues to try and reduce patient falls with continued analysis of information and sharing of good practice such as intentional 'rounding' and the identification of falls champions on each ward. The year-end forecast currently remains as 'amber' in reflection of the level of falls year to date.

- 3.1.8 **Pressure Ulcer Assessments** - The Trust continues to maintain its performance with regards to pressure ulcer assessments undertaking 100% against a target of 99% during November. There were three hospital acquired grade 2 pressure ulcers during November which relates to 0.22% of the inpatient contract activity in month. There were no hospital acquired Grade 3 or 4 pressure ulcers.
- 3.1.9 **CQUINs** – The Trust has ten CQUIN goals in 2012/2013 which are made up of 16 separate indicators. The VTE Risk Assessment target continues to be achieved with 99.80% of the relevant patients having an assessment completed during November. Detailed progress on all of the indicators is tracked by the Quality and Safety Committee with work continuing to deliver the goals during the year. Our specialist commissioners have signed off full achievement of our quarter 2 CQUIN.

At this stage the only CQUIN target flagged as a risk relates to theatre turn-around times. An action plan is in place to ensure the required improvements are delivered.

3.2 **Domain 2 - Patient Experience**

- 3.2.1 **Patient Experience: Directors Commentary** – The key area of focus for this domain remains the delivery of the access time targets and the continued active management of delayed discharges.
- 3.2.2 **Patient Satisfaction – Net Promoter Question** – In November, the Trust achieved a score of 92.31, which maintains our excellent position across the Local Cluster. Guidance has now been received regarding the national roll-out of this metric from April onwards which will enable local and national benchmarking against our peers.
- 3.2.3 **Complaints and Compliments** – A total of 70 compliments were received in November following episodes of care in various departments across the Trust. Thirty four of the compliments provided praise for the care and support provided by the

staff with the remaining compliments providing feedback regarding cleanliness, food and overall positive experience during their hospital episode.

Nine complaints were received during November which represents 0.09% of the contract activity in month.

Six complaints were regarding the quality of care and were related to outcome of consultation (2), accidental injuries (2), the application of a plaster cast, and one complaint regarding various aspects during inpatient episode.

The remaining three complaints were concerning operational issues regarding the length of wait or cancellations of outpatient appointments.

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 99.68% of patients seen in 6 weeks.

In month, 91.56% of admitted patients were treated within 18 weeks against of target of 90% whilst 95.86% of non-admitted patients were seen within 18 week against a target of 95%. We have now agreed new trajectories with the Local Health Economy for delivery of the 92% incomplete pathway target by the end of March 2013. 73.76% of patients on an incomplete pathway at the end of November were waiting less than 18 weeks against the target of 92%. An attachment to this report shows our delivery on the 92% against the trajectory submitted to Monitor.

As part of the on-going work with Welsh Commissioners to improve the performance back to within tolerance levels, in November 88.08% of Welsh patients completed their RTT pathways within the 26 weeks against a target of 95%. There has been a slight reduction in the number of open pathways within 26 weeks at the end of the month, which is partly linked to the instruction from Powys LHB to extend waiting times due to financial pressures. At the end of the month 87.64% of patients on an incomplete pathway were waiting under 26 weeks against a target of 95% with 113 patients waiting over 36 weeks.

As part of the work to reduce the waiting time for the first milestone in the RTT pathway, the arrangement of additional clinics in month has resulted in another decrease in the number of patients on the outpatient waiting list. This work will continue during the last quarter of 2012/13 as part of the plans for recovery of delivery of all RTT targets.

As a result of this additional outpatient activity a number of patients have been listed for surgery which has resulted in an increase in the inpatient waiting list. The volume of patients waiting is monitored by the Operational Team with work continuing to ensure that patients are dated in line with national targets where possible.

3.2.6 **Reportable Cancellations** – This is a cumulative metric which compares on the day cancellations to the number of elective discharges in month. The metric remains in line with the target at the end of November with a cumulative performance of 0.73% against a target of less than 0.8%.

Each theatre cancellation is investigated by the Theatres team on a daily basis to try and minimise avoidable cancellations in the future. All patients cancelled have been re-dated within the 28 day standard cancellation guarantee period with the work of the pre-surgical contact team having a positive effect this year with a significant decrease in cancellations due to patients being medically unfit.

3.2.7 **Delayed Discharges** – At the end of November, five patients were delayed discharges due to awaiting specialist care packages or care home placements. This

represented 3.45% of patients against the occupied beds on the last Thursday of the month against a target of 3.5%.

The Nursing Team has regular meetings with community partners to try and ensure that these care packages are arranged but the majority of delays are beyond the control of the Trust.

- 3.2.8 **30-Day Readmission Rates to RJAH for all Specialties** – Six patients were readmitted as an emergency within 30 days of initial discharge in October, which represents 0.86% of the patients discharged against a target of less than 1.10%. All readmissions are monitored by the Infection Control Team who complete a full analysis regarding the reasons for readmission.

3.3 Domain 3 – Efficiency

- 3.3.1 **Efficiency: Directors Commentary** – In line with our RTT recovery plans the hospital is now much busier which we expect to continue into the last quarter of the year.

- 3.3.2 **Referrals Received for Consultant Led Services** – This metric monitors the number of referrals received from all sources into Consultant led clinics. The main increase over the last few months have been as a result of GP referrals to the orthopaedic sub-specialties. The year to date referral data is refreshed on a monthly basis.

- 3.3.3 **Activity - Surgery** – In line with monthly plans, additional clinic and theatre sessions were arranged along with the continuation of agreements to deliver certain procedures externally. Work will continue to ensure utilisation of clinic and theatre sessions over the coming months to support the delivery of the waiting time targets and recover the shortfall in activity from earlier in the year.

- 3.3.4 **Activity Medicine** – The year to date performance for the medicine division remains ahead of plan.

- 3.3.5 **New to Follow Up Ratio** – The new to follow up ratio in month was 1:1.76 which is within the target level of 1:2.30. This continues to reflect the high number of new patients we are treating.

- 3.3.6 **BADS Activity** – 80.21% of patients whose procedure met the British Association of Day Surgery (BADS) recommendations were treated as daycases in November against a target of 84%. Work continues to assess the clinical pathways of patients admitted for a BADS procedure with the aim to continue to increase the number treated as daycase.

The daycase percentage continues to increase for the procedures of autograft anterior cruciate ligament reconstruction, bunion and subacromial decompression procedures where in the past the majority of patients would have had a one night hospital stay.

- 3.3.6 **Admission on the Day of Surgery** – 85.42% of the inpatients discharged during November had been admitted on the day of their surgery against a target of 84%. Work continues to ensure that patients are admitted on the day of surgery where appropriate with performance continuing to be ahead of the year-end target of 85%.

- 3.3.7 **Theatre Efficiency (Utilisation of Available Staffed Sessions)** – With an average of 2.28 cases per session, the theatre utilisation rate increased during November with 97.88% of staffed sessions being used. Work is continuing to ensure that theatre sessions are being utilised where possible in order to support the delivery of the annual activity plans and delivery of the RTT targets.

3.3.8 **Average Length of Stay** – For patients discharged during November, the overall average length of stay (including daycases) was 2.19 days. This was slightly above the target of 2.1 days and was linked to a small number of patients who had a longer stay due to medical co-morbidities and post-operative rehabilitation.

3.3.9 **Enhanced Recovery (Hips and Knees)** – There continues to be an increase in the number of primary hip and knee patients being discharged within 3 days of admission. In November, 47.52% were discharged within 3 days an increase of nearly 13% compared to the same period last year.

Although there has been an increase in the number of patients benefiting from the enhanced recovery protocol, the average length of stay continues to be distorted by a small number of patients whose stay was over 10 days due to complexity, co-morbidities and other medical reasons. In November, the average for primary hips (4.76 days) and knees (4.84 days) was above the target of 4.25 days. The Clinical Director for Surgery is currently investigating the issues causing the longer stays.

3.3.10 **Bed Occupancy** – The average percentage bed occupancy on the adult orthopaedic wards during November was 86.93%. Variation in occupancy levels is being monitored at ward level to ensure the continued availability of beds for admission and provision of high level clinical care.

3.4 Domain 4 – Resources

3.4.1 **Resources: Directors Commentary** – Overall our financial performance for this stage of the year has improved leaving us ahead of our Monitor trajectory although slightly behind the revised framework we agreed for the last half of the year. It is essential that we continue to manage our commissioner performance and cost base as we enter December which is planned to be a loss making month and also the winter period which could affect the quarter 4 performance. Sickness rates are a cause for concern with the reasons for the higher than planned levels detailed below.

Further refinements have been made to the delivery framework in quarter 4 to optimise the target delivery of both the financial plan and RTT. This will see some marginal increases to our overall surgical activity plan and a more granular Commissioner profile to ensure any risks of over performance can be pro-actively managed.

3.4.2 **Finance Overall** – A surplus of £0.24m was made in November against a plan for the month of £0.28m. This brings our cumulative surplus to £1.27m which is behind our revised run rate although ahead of our Monitor trajectory.

Our in month EBITDA margin was 7.8% against a plan of 8.7% representing the impact of the increased operational costs offsetting income. Our cumulative EBITDA margin is running at 6% which is as expected.

Whilst clinical income earned in the month was stronger than anticipated this was offset by higher than planned costs. As described we have further developed the delivery framework for the final quarter of the year to minimise the risk of our commissioners over performing their affordability envelopes.

Our financial risk rating remains at a level three which is essential for our external perception by Monitor.

Income – The overall income position was £0.27m higher than the new delivery plan in month. The main drivers for this were:

- Clinical Income £0.2m - driven by higher than planned outpatient activity, use of the private sector and a strong surgical case mix.

- Private Patient income £0.06m.

3.4.3 **Expenditure** – The overall cost position was £0.31m overspent against the new delivery plan in month. The main drivers for this were:

- Ongoing use of the private sector (£0.17m in total). Further use of the private sector is expected to be minimal from December although specific long wait patients may cause additional pressures in this area.
- Out of Job Plan (OJP) Expenditure in excess of framework. Anaesthetics, Sessions worked in the private sector and Radiology being the main drivers. Given the activity levels we are aiming to deliver in the final quarter it is likely that this will be a factor through to the year end.

3.4.4 **Cost Improvements** – We are reporting the delivery of an additional £0.33m of efficiencies in month which was ahead of plan. This position was supported by a productivity assessment within medicine division largely focusing on the physiotherapy and metabolic service lines.

On a cumulative basis we have now recognised £1.78m of efficiencies which is £0.22m under plan.

As activity continues to increase and exceed last year levels there will be scope for further efficiencies to be realised from the Surgery division provided that the cost base is tightly managed. This will be essential in delivering the full programme.

3.4.5 **Cash Balances** increased from £4m to £4.4m in month remaining £0.6m behind plan. The current underperformance on our original cash trajectories relates to elements of our I & E position not being cash backed. These are namely the review of balance sheet provisions carried out at month 6 and overperformance against our road traffic accident income where the cash often follows some time later.

It should be noted that our Monitor assessed liquidity levels remain on plan at 31 days.

3.4.6 **Capital Expenditure** in month amounted to £0.22m which was marginally ahead of plan. For quarter 4 we will re-test the likely cash flows from our capital programme.

3.4.7 **Sickness Rates** – Sickness absence increased again in November to 4.17%, which is the first time since November 2009 absence rates exceed 4%. The increase has been predominantly due to short term absences caused by colds and a very sharp increase in diarrhoea/vomiting absences although MSD and stress related absences also increased in November. As this is still above the target of 2.5%, work continues to reduce absence, and a revised sickness absence management policy is currently under review with staff side representatives.

3.4.8 **Staff Turnover** – Staff turnover remained similar to the previous month at 4.17% in November, and remains well below the 10% ceiling.

3.4.9 **Staff Appraisal** – Appraisal data continues to improve and is reported to the end of November at 87.55% which is the highest for over 18 months.

3.5 Domain 5 – External Perception

3.5.1 The balanced scorecard reflects the Trust's position at the end of November 2012 the eighth month of 2012/13.

3.5.2 Using Monitor's own methodology, this results in a Quality Governance risk rating of 1 'amber-green' in-month. All targets have been achieved in-month apart from the

incomplete pathways referral to treatment target. Monitor have an override position on the rating they report when we fail a core target for 3 quarters in succession. On this basis whilst our underlying governance rating is 'amber-green' this is currently overridden by Monitor to a Red rating.

- 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 November (Month 8)

John Grinnell
Director of Finance, Contracting and Performance

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

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

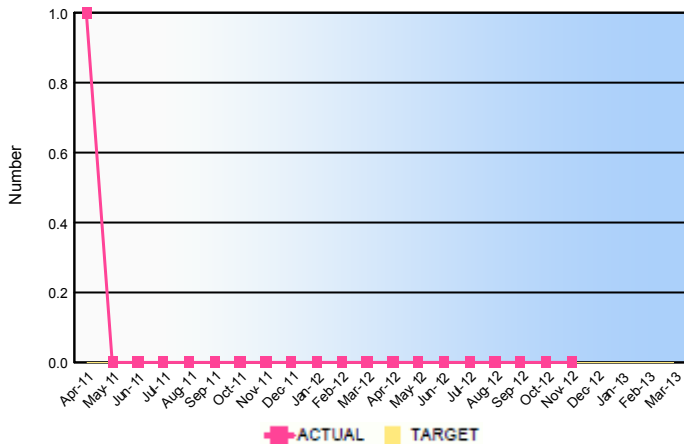
Resources					
Overall Performance					
Period	Key Metric	Actual	Year to date	Change	Forecast
Nov-12	EBITDA	a	g	worse	g
Nov-12	Net Surplus	a	a	same	g
Nov-12	CIP Delivery	g	a	same	g
Nov-12	Capital Expenditure	g	a	same	g
Nov-12	PSPP	g	g	same	g
Nov-12	Cash Balance	r	a	worse	g
Nov-12	Sickness Absence	r	a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

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

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

Patient Safety

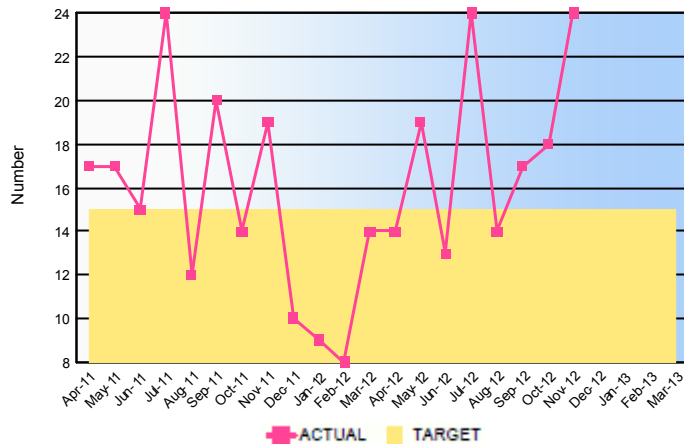
Never Events



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	0.00	g
Sep-12	0.00	0.00	g
Oct-12	0.00	0.00	g
Nov-12	0.00	0.00	g
Dec-12	0.00		
Jan-13	0.00		
Feb-13	0.00		
Mar-13	0.00		

Patient Safety
Medicine Management

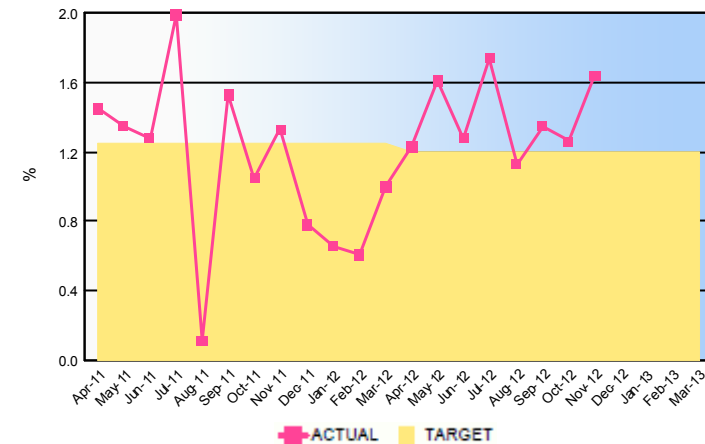
Medication Errors - Total Numbers



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	14.00	g
Sep-12	15.00	17.00	a
Oct-12	15.00	18.00	a
Nov-12	15.00	24.00	r
Dec-12	15.00		
Jan-13	15.00		
Feb-13	15.00		
Mar-13	15.00		

Patient Safety
Medicine Management

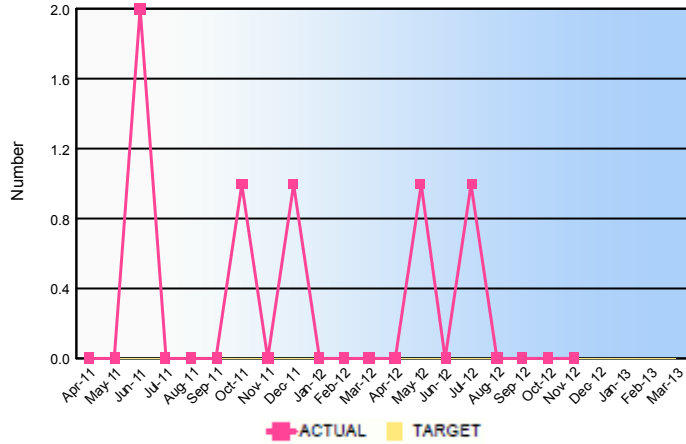
Medication Errors as % of activity



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	1.13	g
Sep-12	1.20	1.35	a
Oct-12	1.20	1.26	a
Nov-12	1.20	1.64	a
Dec-12	1.20		
Jan-13	1.20		
Feb-13	1.20		
Mar-13	1.20		

Patient Safety

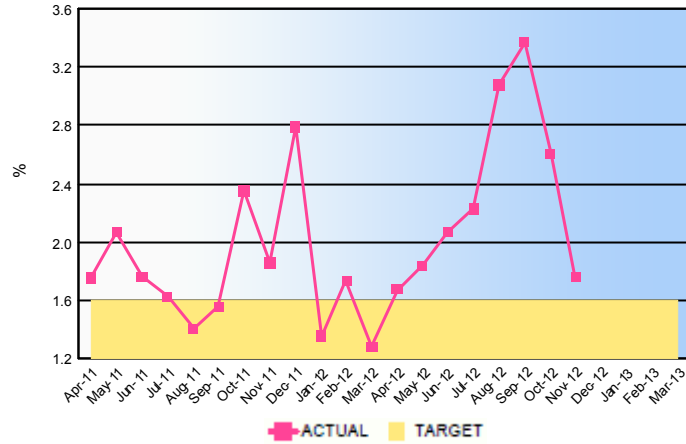
Unexpected Deaths



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	0.00	g
Sep-12	0.00	0.00	g
Oct-12	0.00	0.00	g
Nov-12	0.00	0.00	g
Dec-12	0.00		
Jan-13	0.00		
Feb-13	0.00		
Mar-13	0.00		

Patient Safety

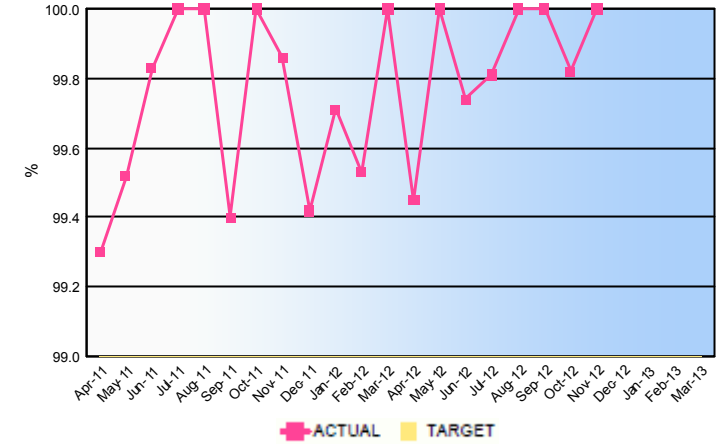
Patient Falls



Period	Target	Actual	Performance
Apr-12	1.60	1.67	a
May-12	1.60	1.84	a
Jun-12	1.60	2.07	r
Jul-12	1.60	2.23	r
Aug-12	1.60	3.08	r
Sep-12	1.60	3.37	r
Oct-12	1.60	2.61	r
Nov-12	1.60	1.76	a
Dec-12	1.60		
Jan-13	1.60		
Feb-13	1.60		
Mar-13	1.60		

Patient Safety

Pressure Ulcer Assessments

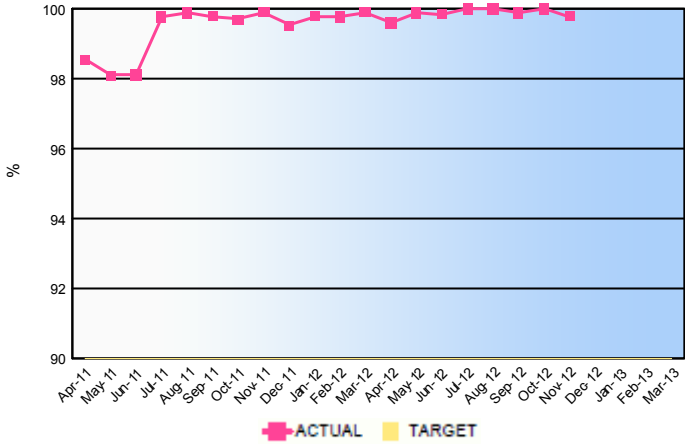


Period	Target	Actual	Performance
Apr-12	99.00	99.45	g
May-12	99.00	100.00	g
Jun-12	99.00	99.74	g
Jul-12	99.00	99.81	g
Aug-12	99.00	100.00	g
Sep-12	99.00	100.00	g
Oct-12	99.00	99.82	g
Nov-12	99.00	100.00	g
Dec-12	99.00		
Jan-13	99.00		
Feb-13	99.00		
Mar-13	99.00		

Balanced Scorecard - Trust Board
2012/13 Month - 08

Patient Safety
CQUIN

VTE Risk Assessments



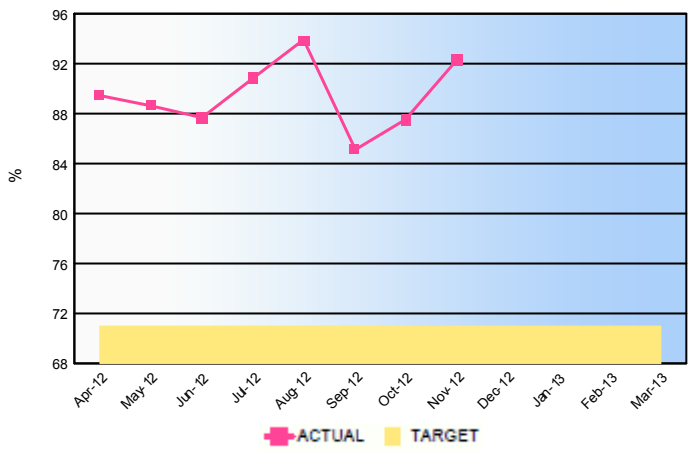
Period	Target	Actual	Performance
Apr-12	90.00	99.60	g
May-12	90.00	99.88	g
Jun-12	90.00	99.84	g
Jul-12	90.00	100.00	g
Aug-12	90.00	100.00	g
Sep-12	90.00	99.89	g
Oct-12	90.00	100.00	g
Nov-12	90.00	99.80	g
Dec-12	90.00		
Jan-13	90.00		
Feb-13	90.00		
Mar-13	90.00		

Patient Experience

Patient Experience

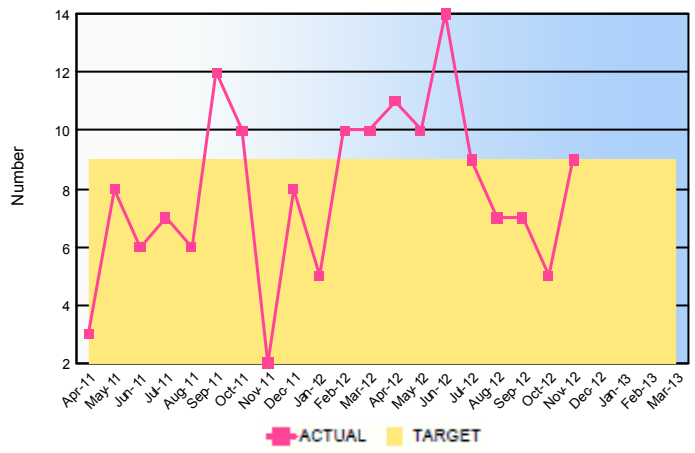
Patient Experience
Access to Bone Tumour Services

Patient Satisfaction - Net Promoter Question



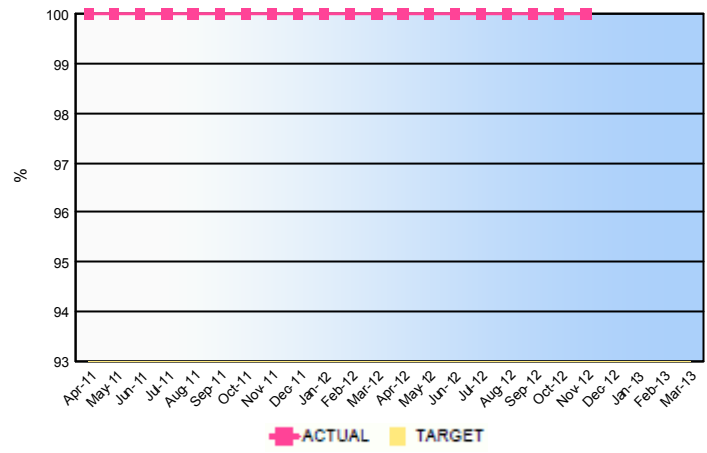
Period	Target	Actual	Performance
Apr-12	71.00	89.50	g
May-12	71.00	88.68	g
Jun-12	71.00	87.70	g
Jul-12	71.00	90.87	g
Aug-12	71.00	93.89	g
Sep-12	71.00	85.19	g
Oct-12	71.00	87.50	g
Nov-12	71.00	92.31	g
Dec-12	71.00		
Jan-13	71.00		
Feb-13	71.00		
Mar-13	71.00		

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	7.00	g
Sep-12	9.00	7.00	g
Oct-12	9.00	5.00	g
Nov-12	9.00	9.00	g
Dec-12	9.00		
Jan-13	9.00		
Feb-13	9.00		
Mar-13	9.00		

2 week cancer referral target



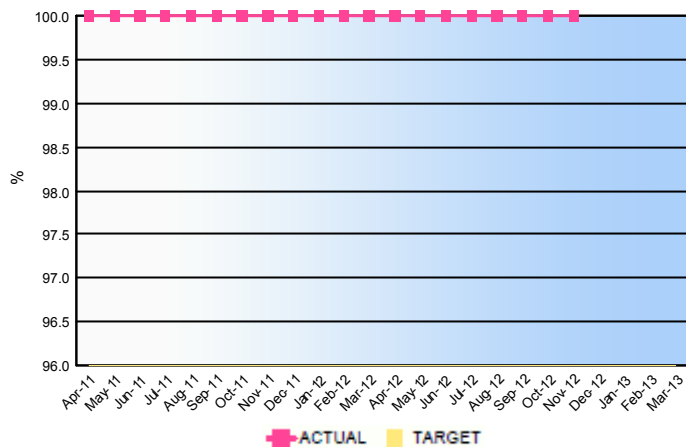
Period	Target	Actual	Performance
Apr-12	93.00	100.00	g
May-12	93.00	100.00	g
Jun-12	93.00	100.00	g
Jul-12	93.00	100.00	g
Aug-12	93.00	100.00	g
Sep-12	93.00	100.00	g
Oct-12	93.00	100.00	g
Nov-12	93.00	100.00	g
Dec-12	93.00		
Jan-13	93.00		
Feb-13	93.00		
Mar-13	93.00		



Patient Experience

Access to Bone Tumour Services

Cancer 1 month wait



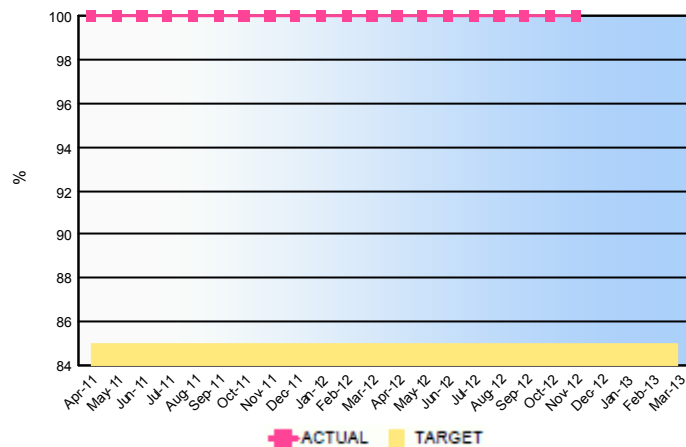
ACTUAL TARGET

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	100.00	g
Sep-12	96.00	100.00	g
Oct-12	96.00	100.00	g
Nov-12	96.00	100.00	g
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



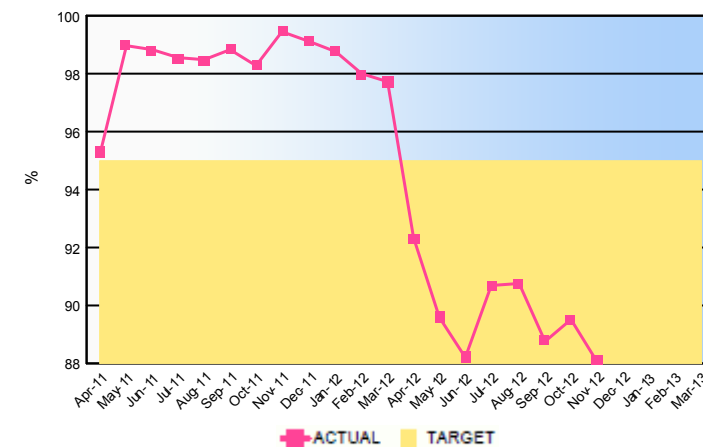
ACTUAL TARGET

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	100.00	g
Sep-12	85.00	100.00	g
Oct-12	85.00	100.00	g
Nov-12	85.00	100.00	g
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)

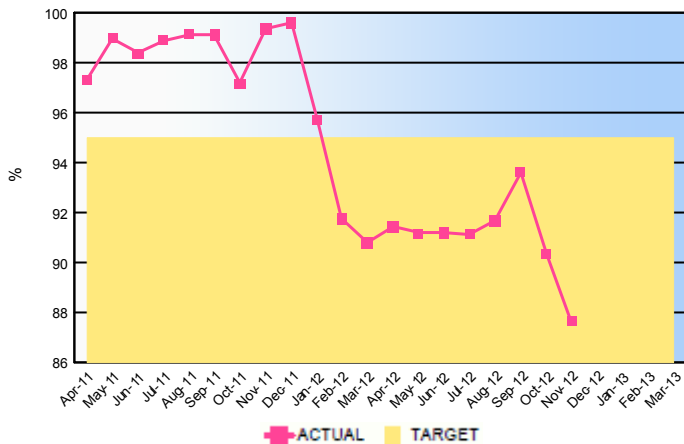


ACTUAL TARGET

Period	Target	Actual	Performance
Apr-12	95.00	92.33	r
May-12	95.00	89.59	r
Jun-12	95.00	88.21	r
Jul-12	95.00	90.67	r
Aug-12	95.00	90.73	r
Sep-12	95.00	88.78	r
Oct-12	95.00	89.49	r
Nov-12	95.00	88.08	r
Dec-12	95.00		
Jan-13	95.00		
Feb-13	95.00		
Mar-13	95.00		

Patient Experience
Access to Services

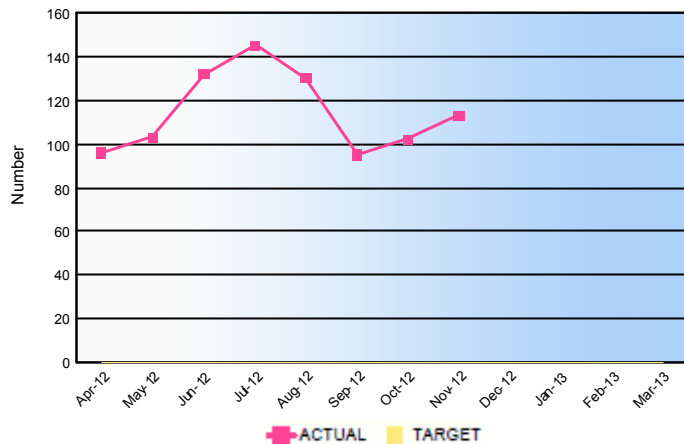
26 week RTT (Incomplete Pathways)



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	91.68	a
Sep-12	95.00	93.62	a
Oct-12	95.00	90.34	a
Nov-12	95.00	87.64	r
Dec-12	95.00		
Jan-13	95.00		
Feb-13	95.00		
Mar-13	95.00		

Patient Experience
Access to Services

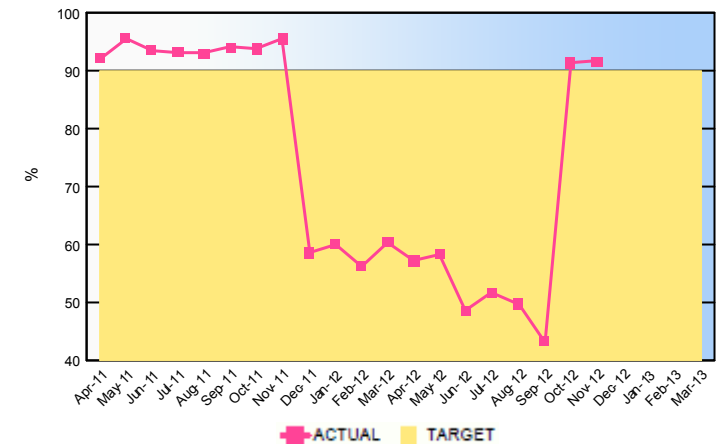
Patients waiting over 36 weeks



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	130.00	r
Sep-12	0.00	95.00	r
Oct-12	0.00	102.00	r
Nov-12	0.00	113.00	r
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

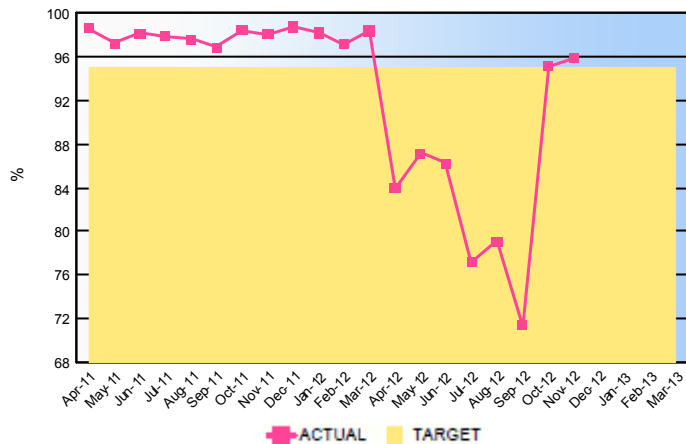


Period	Target	Actual	Performance
Apr-12	90.00	57.21	r
May-12	90.00	58.39	r
Jun-12	90.00	48.49	r
Jul-12	90.00	51.63	r
Aug-12	90.00	49.71	r
Sep-12	90.00	43.27	r
Oct-12	90.00	91.33	g
Nov-12	90.00	91.56	g
Dec-12	90.00		
Jan-13	90.00		
Feb-13	90.00		
Mar-13	90.00		

Patient Experience

Access to Services

18 weeks RTT Non-Admitted

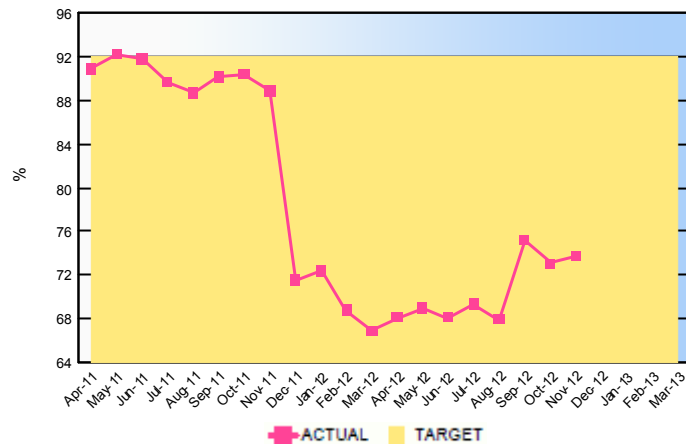


Period	Target	Actual	Performance
Apr-12	95.00	83.98	r
May-12	95.00	87.13	r
Jun-12	95.00	86.23	r
Jul-12	95.00	77.20	r
Aug-12	95.00	79.10	r
Sep-12	95.00	71.36	r
Oct-12	95.00	95.15	g
Nov-12	95.00	95.86	g
Dec-12	95.00		
Jan-13	95.00		
Feb-13	95.00		
Mar-13	95.00		

Patient Experience

Access to Services

18 weeks RTT Incomplete

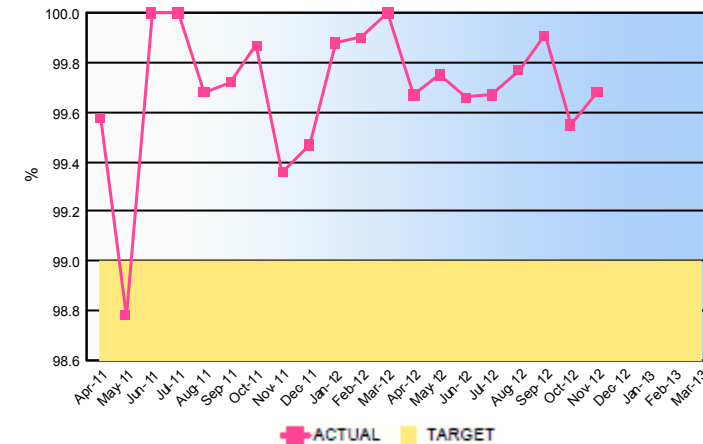


Period	Target	Actual	Performance
Apr-12	92.00	68.08	r
May-12	92.00	68.93	r
Jun-12	92.00	68.06	r
Jul-12	92.00	69.31	r
Aug-12	92.00	67.87	r
Sep-12	92.00	75.21	r
Oct-12	92.00	73.09	r
Nov-12	92.00	73.76	r
Dec-12	92.00		
Jan-13	92.00		
Feb-13	92.00		
Mar-13	92.00		

Patient Experience

Access to Services

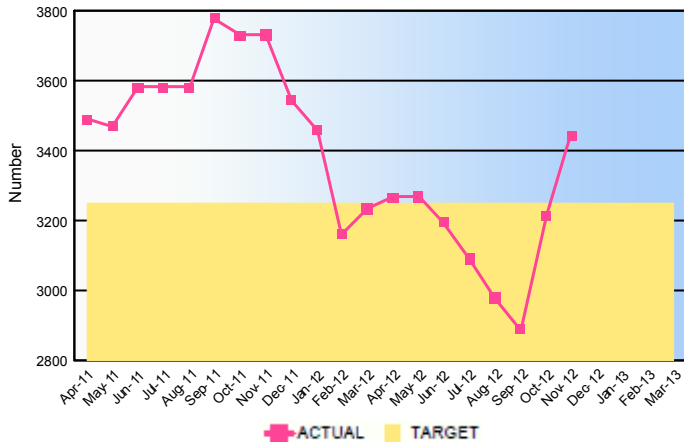
6 week wait for diagnostics - English Patients



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	99.77	g
Sep-12	99.00	99.91	g
Oct-12	99.00	99.55	g
Nov-12	99.00	99.68	g
Dec-12	99.00		
Jan-13	99.00		
Feb-13	99.00		
Mar-13	99.00		

Patient Experience
Access to Services

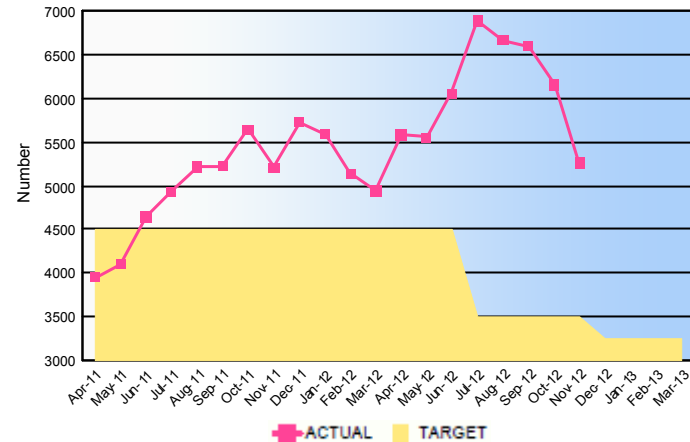
Inpatient Waiting List Total



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	2,978.00	g
Sep-12	3,250.00	2,887.00	g
Oct-12	3,250.00	3,216.00	g
Nov-12	3,250.00	3,444.00	a
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

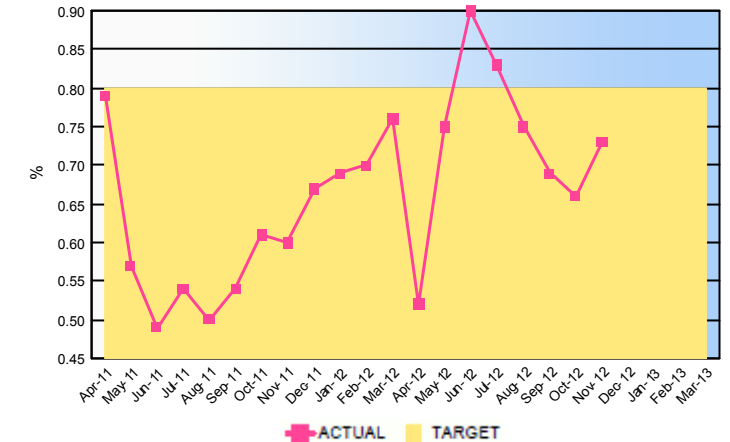
Outpatient Waiting List (Consultant Led Activity Only)



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	6,664.00	r
Sep-12	3,500.00	6,595.00	r
Oct-12	3,500.00	6,154.00	r
Nov-12	3,500.00	5,265.00	r
Dec-12	3,250.00		
Jan-13	3,250.00		
Feb-13	3,250.00		
Mar-13	3,250.00		

Patient Experience

Reportable Cancellations



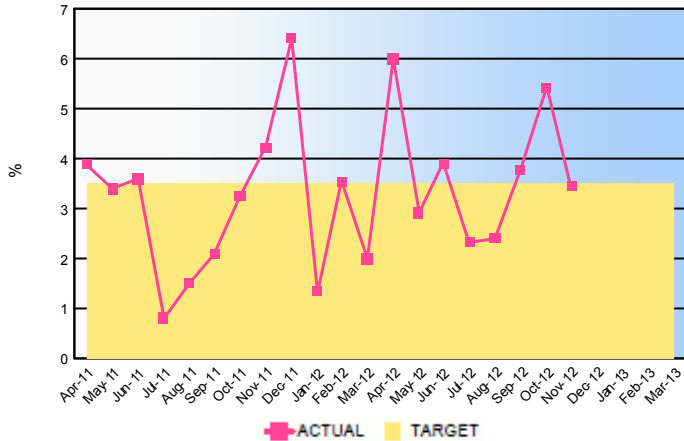
Period	Target	Actual	Performance
Apr-12	0.80	0.52	g
May-12	0.80	0.75	g
Jun-12	0.80	0.90	a
Jul-12	0.80	0.83	a
Aug-12	0.80	0.75	g
Sep-12	0.80	0.69	g
Oct-12	0.80	0.66	g
Nov-12	0.80	0.73	g
Dec-12	0.80		
Jan-13	0.80		
Feb-13	0.80		
Mar-13	0.80		

Patient Experience

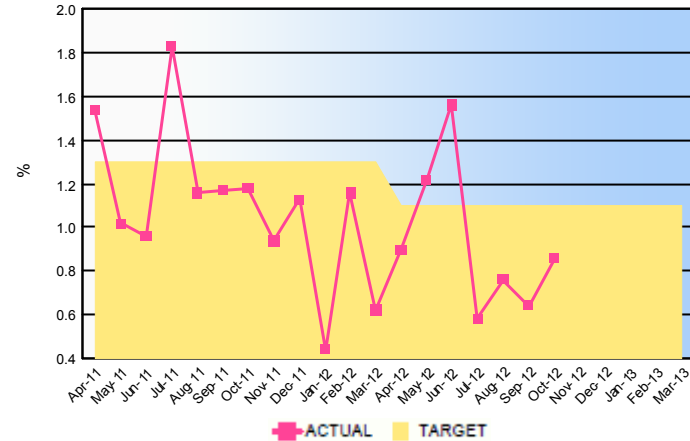
Delayed Discharges

Patient Experience

% delayed discharges against occupied beds on last Thursday of month



30 Days Readmission Rates to RJAH for all specialties

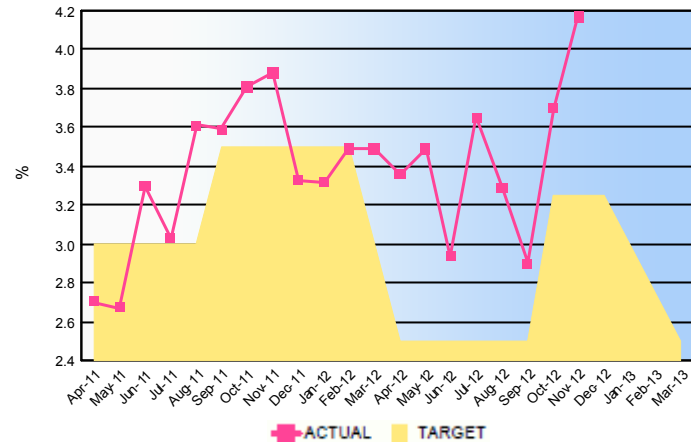


Period	Target	Actual	Performance
Apr-12	3.50	6.00	r
May-12	3.50	2.92	g
Jun-12	3.50	3.91	a
Jul-12	3.50	2.34	g
Aug-12	3.50	2.42	g
Sep-12	3.50	3.79	a
Oct-12	3.50	5.43	r
Nov-12	3.50	3.45	g
Dec-12	3.50		
Jan-13	3.50		
Feb-13	3.50		
Mar-13	3.50		

Period	Target	Actual	Performance
Apr-12	1.10	0.90	g
May-12	1.10	1.22	a
Jun-12	1.10	1.56	r
Jul-12	1.10	0.58	g
Aug-12	1.10	0.76	g
Sep-12	1.10	0.64	g
Oct-12	1.10	0.86	g
Nov-12	1.10	no data	
Dec-12	1.10		
Jan-13	1.10		
Feb-13	1.10		
Mar-13	1.10		

Resources

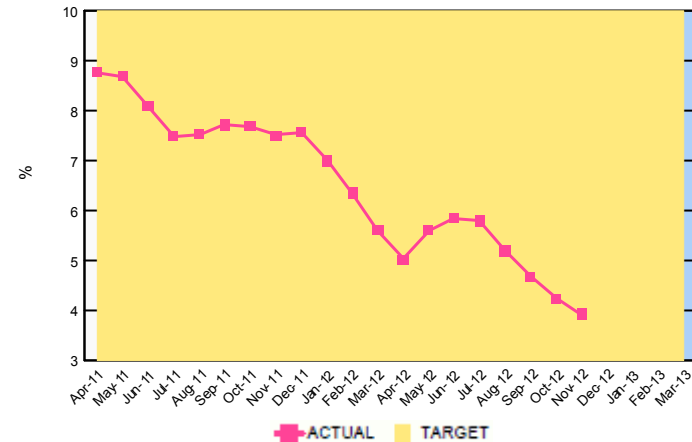
Sickness Absence



Period	Target	Actual	Performance
Apr-12	2.50	3.36	a
May-12	2.50	3.49	a
Jun-12	2.50	2.94	a
Jul-12	2.50	3.65	r
Aug-12	2.50	3.29	r
Sep-12	2.50	2.90	a
Oct-12	3.25	3.70	a
Nov-12	3.25	4.17	r
Dec-12	3.25		
Jan-13	3.00		
Feb-13	2.75		
Mar-13	2.50		

Resources

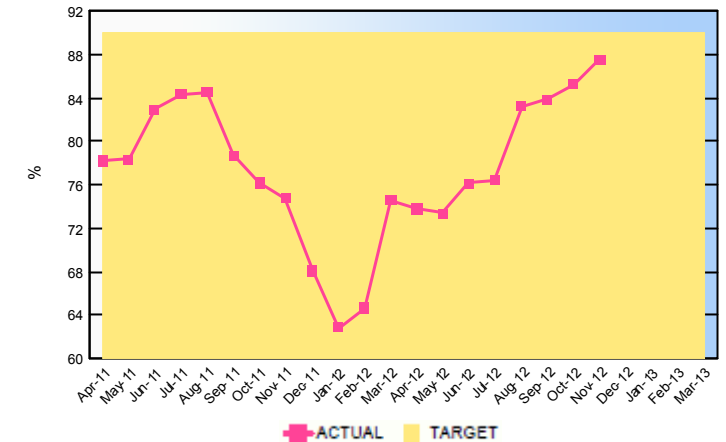
Staff Turnover



Period	Target	Actual	Performance
Apr-12	10.00	5.03	g
May-12	10.00	5.61	g
Jun-12	10.00	5.86	g
Jul-12	10.00	5.80	g
Aug-12	10.00	5.20	g
Sep-12	10.00	4.67	g
Oct-12	10.00	4.23	g
Nov-12	10.00	3.92	g
Dec-12	10.00		
Jan-13	10.00		
Feb-13	10.00		
Mar-13	10.00		

Resources

Staff Appraisal

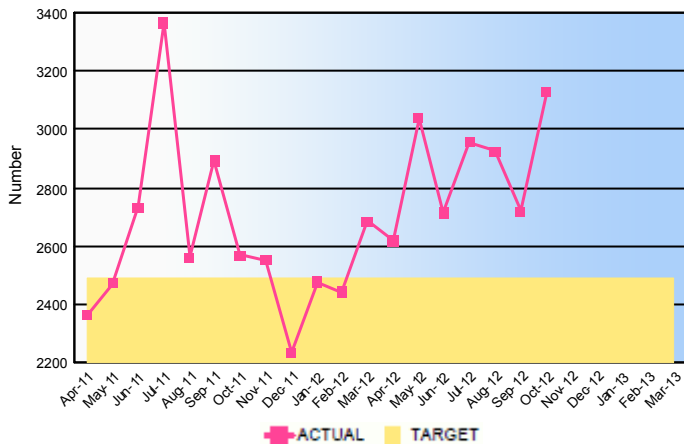


Period	Target	Actual	Performance
Apr-12	90.00	73.82	a
May-12	90.00	73.37	a
Jun-12	90.00	76.12	a
Jul-12	90.00	76.42	a
Aug-12	90.00	83.26	a
Sep-12	90.00	83.84	a
Oct-12	90.00	85.28	a
Nov-12	90.00	87.55	a
Dec-12	90.00		
Jan-13	90.00		
Feb-13	90.00		
Mar-13	90.00		

Efficiency

Demand For Services

Referrals Received for Consultant Led Services



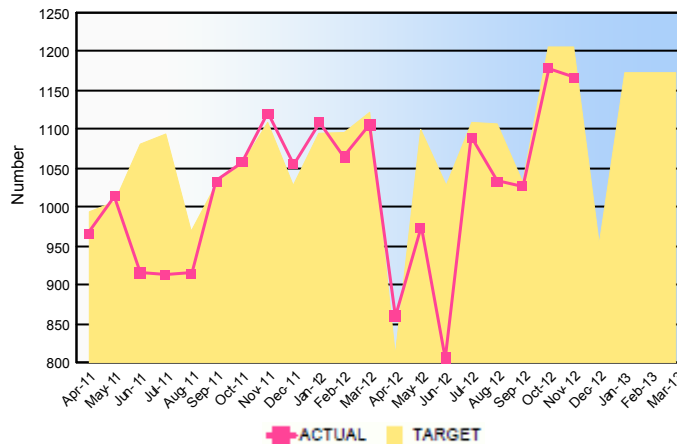
■ ACTUAL ■ TARGET

Period	Target	Actual	Performance
Apr-12	2,490.00	2,618.00	g
May-12	2,490.00	3,038.00	g
Jun-12	2,490.00	2,714.00	g
Jul-12	2,490.00	2,956.00	g
Aug-12	2,490.00	2,925.00	g
Sep-12	2,490.00	2,720.00	g
Oct-12	2,490.00	3,127.00	g
Nov-12	2,490.00	no data	
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



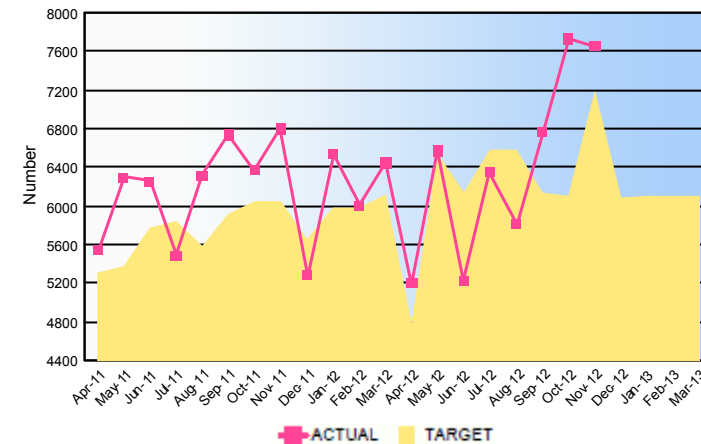
■ ACTUAL ■ TARGET

Period	Target	Actual	Performance
Apr-12	810.00	859.00	g
May-12	1,100.00	974.00	a
Jun-12	1,028.00	805.00	r
Jul-12	1,109.00	1,090.00	r
Aug-12	1,107.00	1,033.00	r
Sep-12	1,032.00	1,027.00	r
Oct-12	1,206.00	1,179.00	r
Nov-12	1,206.00	1,167.00	r
Dec-12	953.00		
Jan-13	1,173.00		
Feb-13	1,173.00		
Mar-13	1,173.00		

Efficiency

Activity - Surgery

Surgical Division Activity - Outpatient Contract



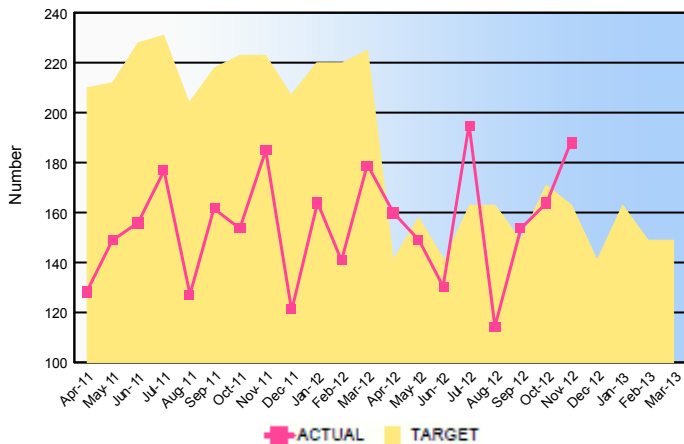
■ ACTUAL ■ TARGET

Period	Target	Actual	Performance
Apr-12	4,761.00	5,195.00	g
May-12	6,529.00	6,573.00	g
Jun-12	6,132.00	5,220.00	a
Jul-12	6,579.00	6,352.00	r
Aug-12	6,579.00	5,817.00	r
Sep-12	6,132.00	6,765.00	g
Oct-12	6,100.00	7,729.00	g
Nov-12	7,180.00	7,658.00	g
Dec-12	6,080.00		
Jan-13	6,100.00		
Feb-13	6,100.00		
Mar-13	6,100.00		

Efficiency

Activity - Medicine

Medicine Division Activity - Inpatient Contract



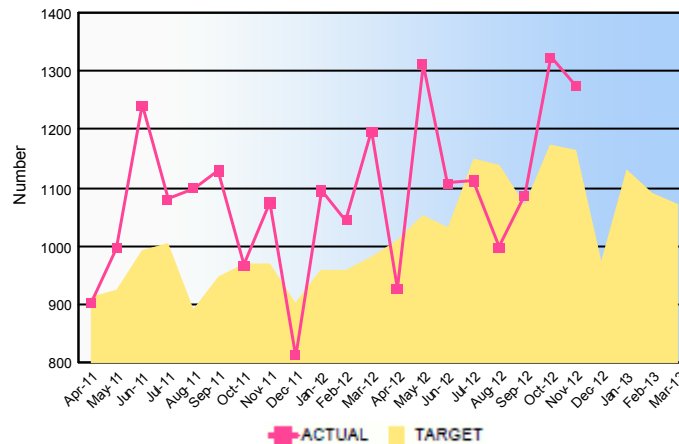
■ ACTUAL ■ TARGET

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	114.00	a
Sep-12	149.00	154.00	g
Oct-12	171.00	164.00	a
Nov-12	163.00	188.00	g
Dec-12	141.00		
Jan-13	163.00		
Feb-13	149.00		
Mar-13	149.00		

Efficiency

Activity - Medicine

Medicine Division Activity - Outpatient Contract

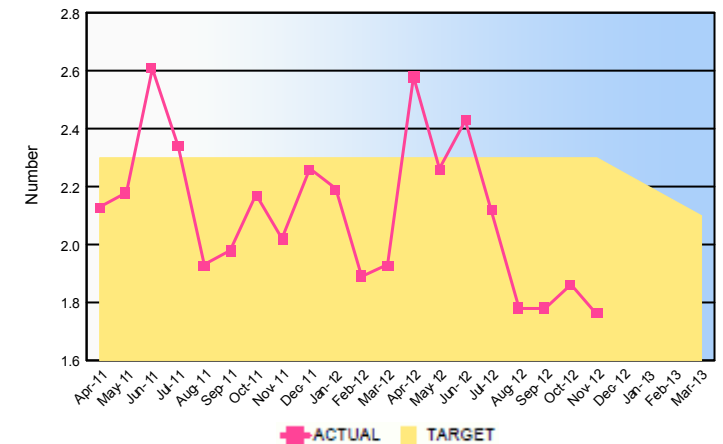


■ ACTUAL ■ TARGET

Period	Target	Actual	Performance
Apr-12	1,009.00	926.00	a
May-12	1,052.00	1,312.00	g
Jun-12	1,031.00	1,108.00	g
Jul-12	1,149.00	1,112.00	a
Aug-12	1,138.00	998.00	r
Sep-12	1,069.00	1,087.00	g
Oct-12	1,173.00	1,323.00	g
Nov-12	1,164.00	1,275.00	g
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

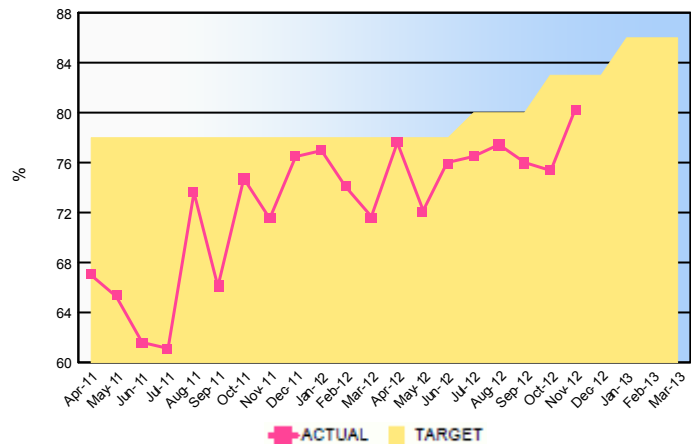
Period	Target	Actual	Performance
Apr-12	2.30	2.58	r
May-12	2.30	2.26	g
Jun-12	2.30	2.43	a
Jul-12	2.30	2.12	g
Aug-12	2.30	1.78	g
Sep-12	2.30	1.78	g
Oct-12	2.30	1.86	g
Nov-12	2.30	1.76	g
Dec-12	2.25		
Jan-13	2.20		
Feb-13	2.15		
Mar-13	2.10		

Balanced Scorecard - Trust Board

2012/13 Month - 08

Efficiency

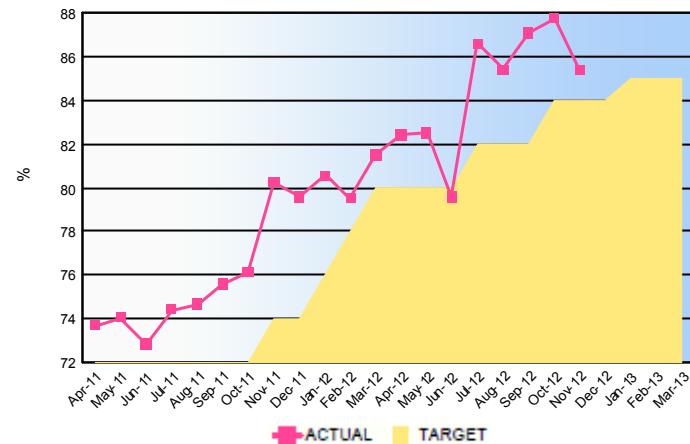
BADS Activity



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	77.42	a
Sep-12	80.00	76.01	a
Oct-12	83.00	75.40	a
Nov-12	83.00	80.21	a
Dec-12	83.00		
Jan-13	86.00		
Feb-13	86.00		
Mar-13	86.00		

Efficiency

Admission on Day of Surgery

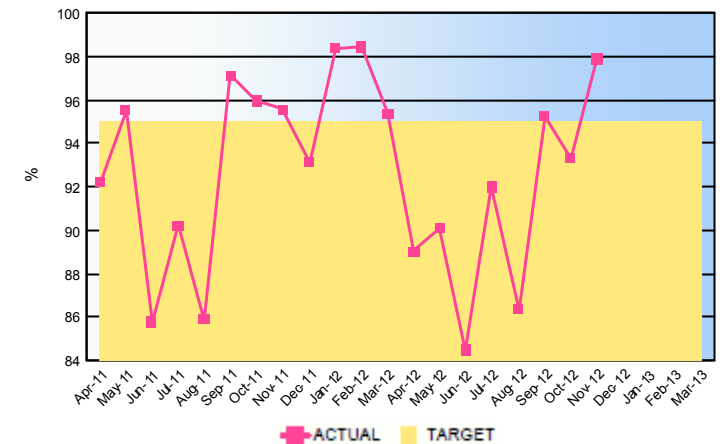


Period	Target	Actual	Performance
Apr-12	80.00	82.41	g
May-12	80.00	82.51	g
Jun-12	80.00	79.59	a
Jul-12	82.00	86.61	g
Aug-12	82.00	85.42	g
Sep-12	82.00	87.10	g
Oct-12	84.00	87.76	g
Nov-12	84.00	85.42	g
Dec-12	84.00		
Jan-13	85.00		
Feb-13	85.00		
Mar-13	85.00		

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	86.32	r
Sep-12	95.00	95.24	g
Oct-12	95.00	93.33	a
Nov-12	95.00	97.88	g
Dec-12	95.00		
Jan-13	95.00		
Feb-13	95.00		
Mar-13	95.00		

Efficiency

Efficiency

Efficiency

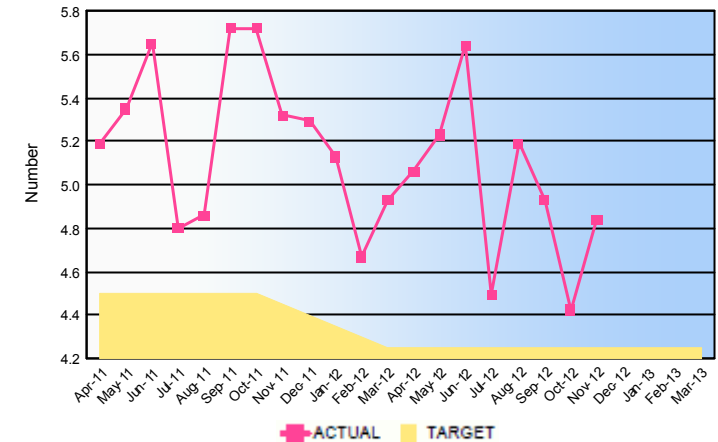
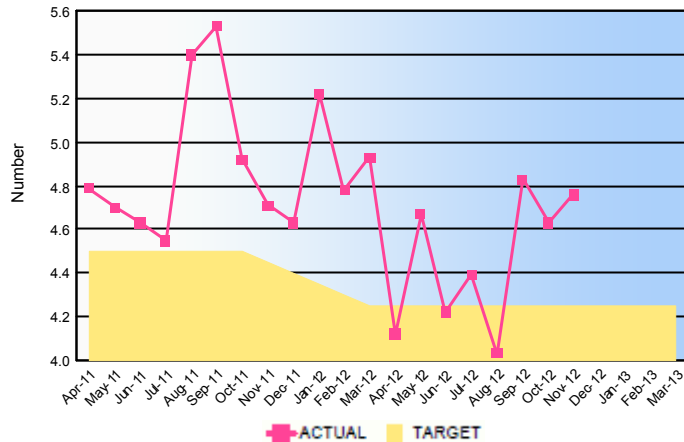
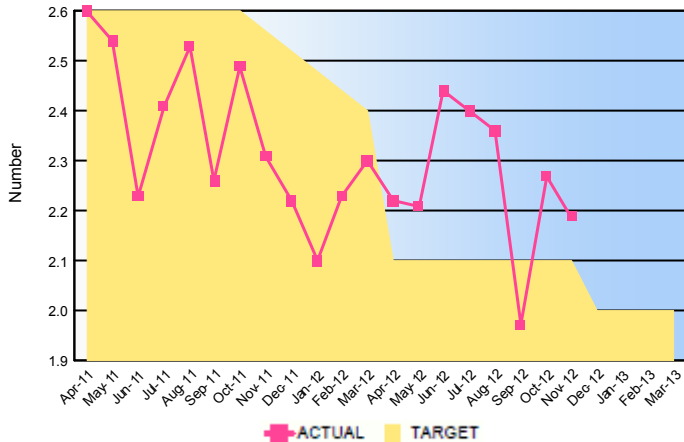
Enhanced Recovery

Enhanced Recovery

Average Length Of Stay - Elective Including Daycase

Average Length of Stay Primary Hips

Average Length of Stay Primary Knees



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	2.36	r
Sep-12	2.10	1.97	g
Oct-12	2.10	2.27	a
Nov-12	2.10	2.19	r
Dec-12	2.00		
Jan-13	2.00		
Feb-13	2.00		
Mar-13	2.00		

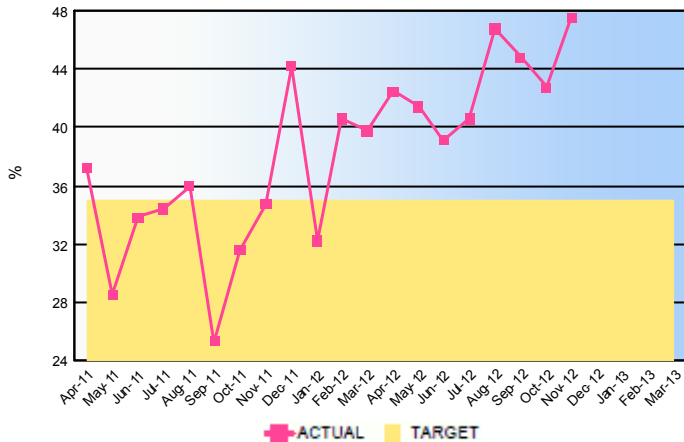
Period	Target	Actual	Performance
Apr-12	4.25	4.12	g
May-12	4.25	4.67	a
Jun-12	4.25	4.22	g
Jul-12	4.25	4.39	r
Aug-12	4.25	4.03	g
Sep-12	4.25	4.83	a
Oct-12	4.25	4.63	r
Nov-12	4.25	4.76	r
Dec-12	4.25		
Jan-13	4.25		
Feb-13	4.25		
Mar-13	4.25		

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	5.19	r
Sep-12	4.25	4.93	r
Oct-12	4.25	4.42	r
Nov-12	4.25	4.84	r
Dec-12	4.25		
Jan-13	4.25		
Feb-13	4.25		
Mar-13	4.25		

Efficiency

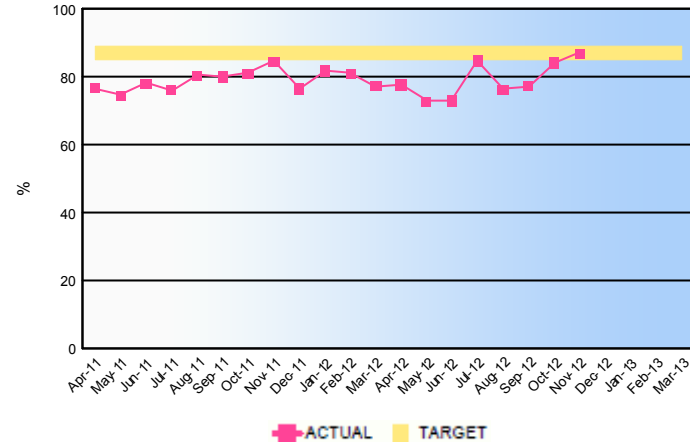
Enhanced Recovery

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



Efficiency

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	46.75	g
Sep-12	35.00	44.79	g
Oct-12	35.00	42.74	g
Nov-12	35.00	47.52	g
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	76.23	r
Sep-12	87.00	77.27	r
Oct-12	87.00	84.14	a
Nov-12	87.00	86.93	g
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 30th November 2012

A) Income and Expenditure Account £m

	Original Annual Plan	Revised Plan	In Month				Year to Date				Annual	
	Original Plan	Revised Plan	Actual	Variance	Original Plan	Revised Plan	Actual	Variance	Forecast	Risk		
Clinical Income from activity	73.92	76.42	6.42	6.88	7.09	0.22	49.26	50.49	51.17	0.68	76.42	
Private Patient income	3.81	3.81	0.32	0.32	0.38	0.06	2.54	2.54	2.65	0.11	3.81	
Other income	6.23	7.08	0.47	0.53	0.52	(0.01)	4.37	5.03	5.05	0.02	7.08	
Pay	(46.17)	(48.27)	(3.82)	(4.15)	(4.24)	(0.09)	(30.91)	(32.01)	(32.29)	(0.28)	(48.27)	
Non-pay	(31.78)	(33.03)	(2.76)	(2.90)	(3.13)	(0.23)	(21.05)	(21.65)	(22.34)	(0.69)	(33.03)	
EBITDA	6.02	6.02	0.62	0.67	0.62	(0.04)	4.21	4.39	4.24	(0.15)	6.02	
Finance Costs	(4.52)	(4.52)	(0.38)	(0.38)	(0.38)	0.00	(2.99)	(2.99)	(2.97)	0.02	(4.52)	
Surplus/ Loss Before Impairment	1.50	1.50	0.24	0.28	0.24	(0.04)	1.22	1.40	1.27	(0.13)	1.50	
Impairment	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Net Surplus	1.50	1.50	0.24	0.28	0.24	(0.04)	1.22	1.40	1.27	(0.13)	1.50	

C) Cashflow Statement £'000

	In Month		Year To Date	
	Plan	Actual	Plan	Actual
EBITDA	622	624	4,210	4,240
Impairments	0	0	0	0
Working Capital Movement	(535)	27	(823)	(1,424)
Operating Cash Flow	87	651	3,387	2,816
Capital Expenditure	(138)	(228)	(3,007)	(2,659)
Proceeds from sale of assets	0	0	0	0
Operating Cash Flow after Capital	(51)	423	380	157
Net Interest Paid / Received	(1)	2	(6)	7
Provisions Movement	(4)	2	(32)	(380)
Loans Received	0	0	0	0
Loan Repayment	0	0	(25)	(30)
Lease Payment	(2)	(2)	(16)	(18)
PDC Received	0	0	0	0
PDC Dividend Paid	0	0	(573)	(573)
Cash Flow for Period	(80)	425	(272)	(837)
Opening Cash Balance	5,059	4,010	5,273	5,273
Closing Cash Balance	5,001	4,435	5,001	4,435

B) Statement of Financial Position £'000

	Oct-12	Nov-12	Move-ment	
Fixed Assets	50,998	50,934	(63)	Depreciation in excess of capital expenditure
Non current receivables	744	687	(57)	Reduction in new RTA notifications
Total Non Current Assets	51,742	51,622	(120)	
Inventories (Stocks)	1,375	1,428	53	Adjustments from Theatre and Pharmacy reports
Receivables	6,664	6,403	(261)	Reduction in prepayments and debtors
Cash at Bank and in hand	4,010	4,435	425	
Total Current Assets	12,050	12,267	217	
Payables (Creditors)	(9,793)	(9,644)	148	Reduction in deferred income
Borrowings	(79)	(79)	0	
Current Provisions	(155)	(152)	2	
Total Current Liabilities	(10,027)	(9,875)	151	
Total Assets less Current Liabilities	53,766	54,013	245	
Non Current Borrowings	(284)	(281)	2	
Non Current Provisions	(319)	(324)	(5)	
Creditors due after more than one year	(600)	(600)	0	
Total Assets Employed	53,163	53,408	245	
Public Dividend Capital	31,220	31,220	0	In month surplus
Revenue Position	1,026	1,271	245	
Retained Earnings	7,916	7,916	0	
Revaluation Reserve	13,001	13,001	0	
Total Taxpayers Equity	53,163	53,408	245	

D) Predicted Monitor Risk Assessment/Ratio's

	Annual Plan	YTD Actual	YTD Risk Rating	Annual Forecast	Forecast Risk Rating
EBITDA Margin	6.1%	6.0%	3	6.1%	3
EBITDA Achieved	100.0%	95.7%	4	100.0%	5
Return on Assets (ROA)	1.4%	1.4%	3	1.4%	3
I&E Surplus Margin	1.7%	2.2%	3	1.7%	3
Liquidity Ratio (Days)	32	31	4	32	4
Overall risk rating	3	3	3	3	3

Executive Commentary

A surplus of £0.25m was made during November which fell marginally short of the £0.28m planned under the new delivery framework.

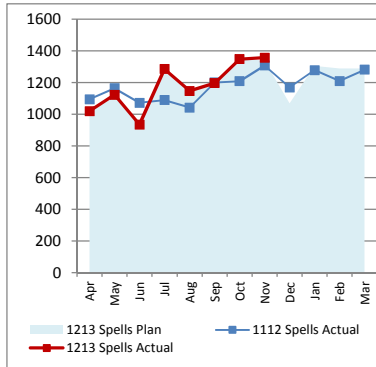
Income was stronger than anticipated in the month as a result of a strong inpatient case mix, outpatient activity and private patient billing. This was however offset by higher than expected premium costs for OJP and Private sector.

Robert Jones and Agnes Hunt Orthopaedic Hospital NHS Foundation Trust Finance Report for period ending 30th November 2012

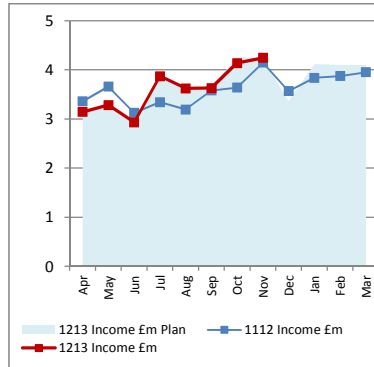
E) Income and activity analysis

Inpatients

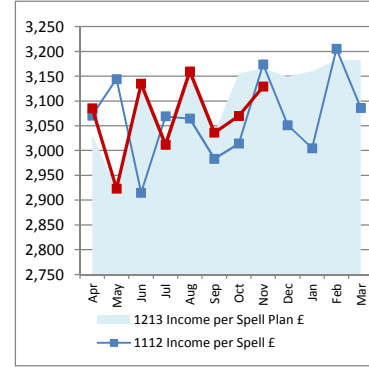
In-patient Spells



In-patient Income £m



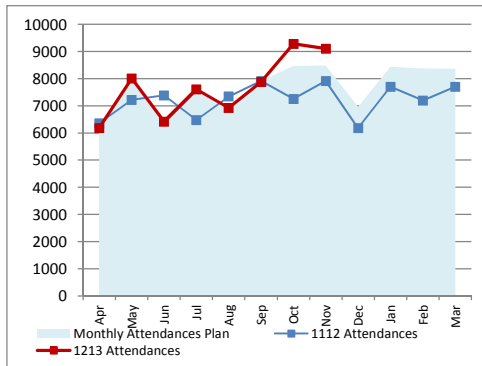
In-patient income per spell



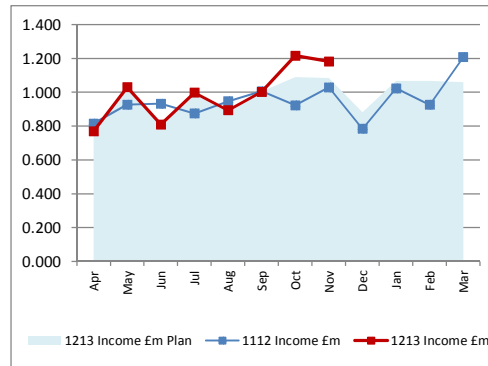
In-patient spells were in line with plan. A strong case mix led to a corresponding increase in actual income.

Out-patients

Out-patient Attendances



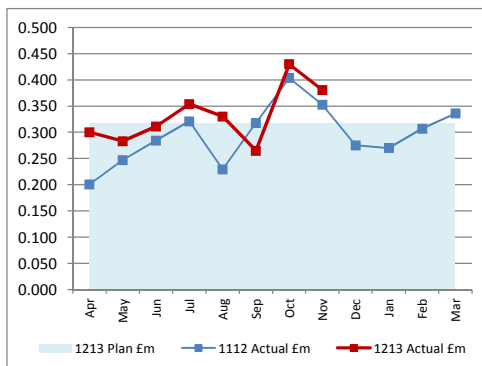
Out-patient Income £m



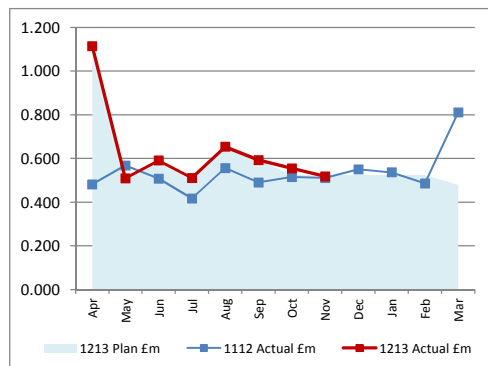
Out-patient attendances fell in November compared to October but were still 617 attendances above plan. Income fell correspondingly but was also £98k above plan.

Other Income

Private Patients Income £m



Other Income £m



Private Patient income fell in month, however it was still comfortably above plan and higher than any other month this year except October.

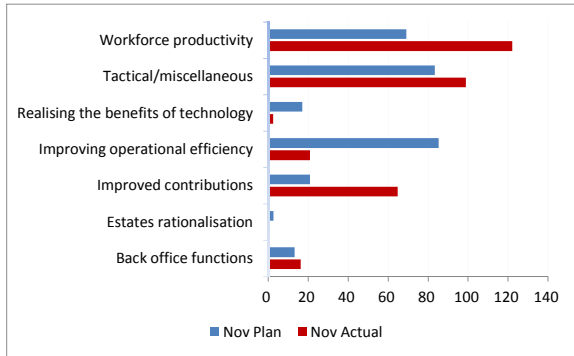
Other income fell slightly compared to October but stayed on plan.

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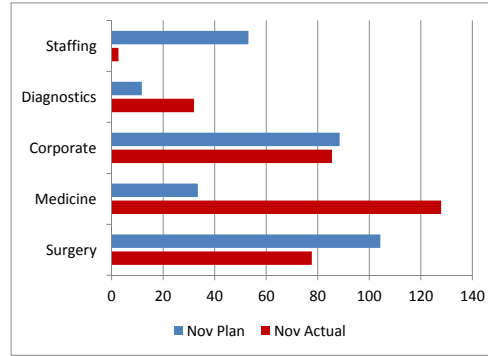
Finance Report for period ending 30th November 2012

F) Cost Improvement Programme

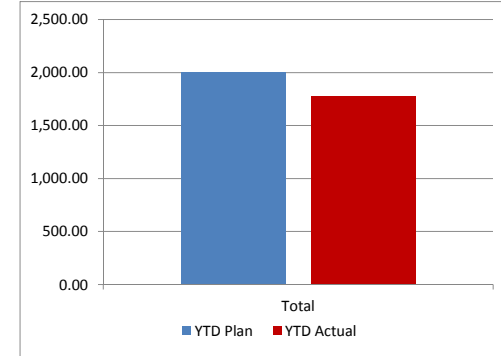
In Month CIP Achievement £000's



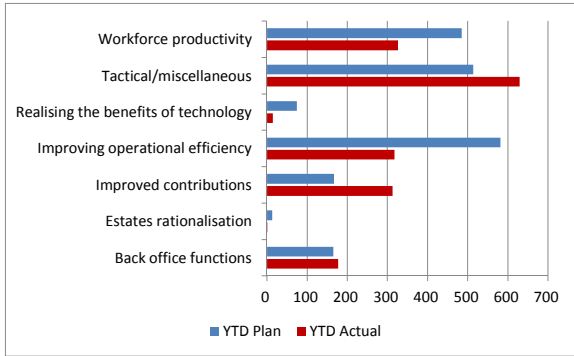
In Month CIP Achievement £000's



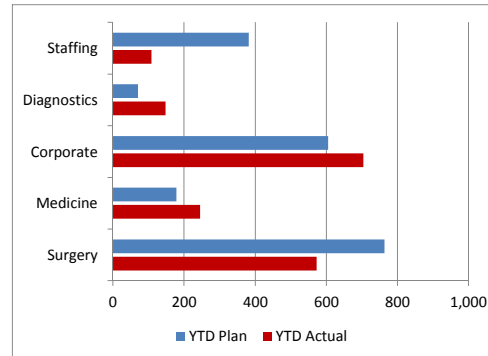
Trust YTD Achievement Against YTD Plan £000's



Year To Date CIP Achievement £000's



Year To Date CIP Achievement £000's



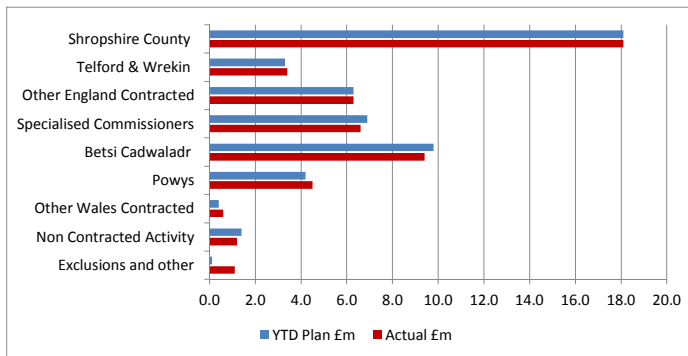
We recognised the delivery of an additional £0.33m of efficiencies in month which was slightly ahead of plan. This brings the total ytd to £1.78m which is £0.22m behind plan.

The in month position was again driven by further substitute schemes coming on line during the month, predominately linked to improvements in productivity of our support services.

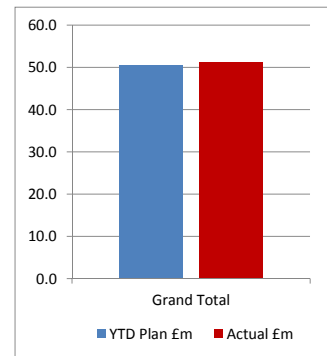
We need to ensure tight control of the cost base coupled with sustained high activity levels over the coming months to ensure delivery of the full programme.

G) Commissioner Performance

Year To Date Commissioner Income against Plan £m



YTD Total Income Against Plan £m



The high activity and strong case mix led to good progress against all of our contracts.

Shropshire remains on target to outturn within the tolerance of the framework agreed.

BCU made further recoveries against some of the under performance from earlier periods but remains £0.4m behind plan.

Powys over performed again in month and is now £0.3m above plan YTD. A reduction in bookings is planned for Q4 in line with the requirements of this commissioner.

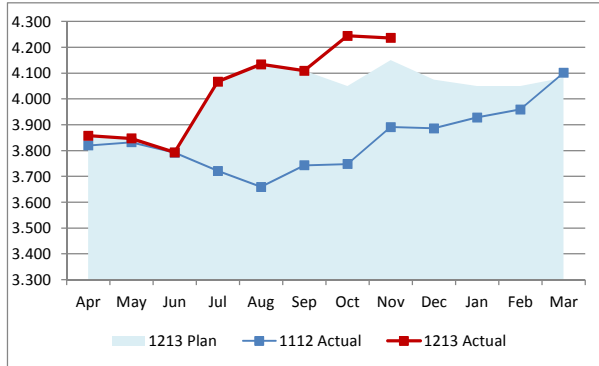
Robert Jones and Agnes Hunt Orthopaedic Hospital NHS Foundation Trust

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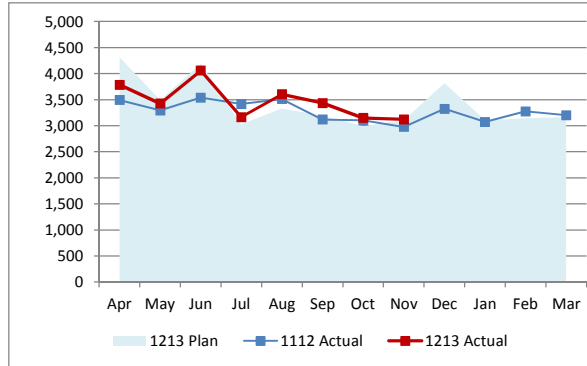
H) Pay Expenditure related Key Drivers/Financial Assumptions

Total Pay

Total Pay Expenditure (£m)



Trust Pay Cost Per In-patient Spell (£)



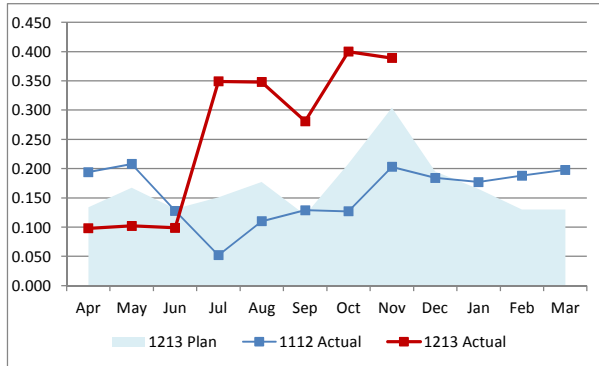
Pay costs exceeded the new framework in month by £0.09m mainly due to OJP expenditure and ongoing reliance on bank and agency.

Overall pay cost per in patient spell does however remain low.

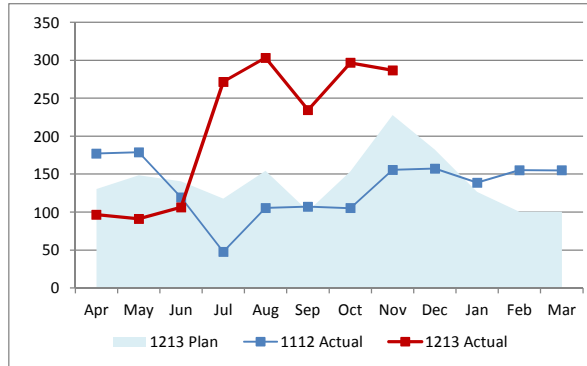
Reserves allocated to divisions in month amounted to £0.37m; all were linked to the delivery of activity under the new framework.

Out of Job Plan Expenditure

Out of Job Plan Expenditure (£m)



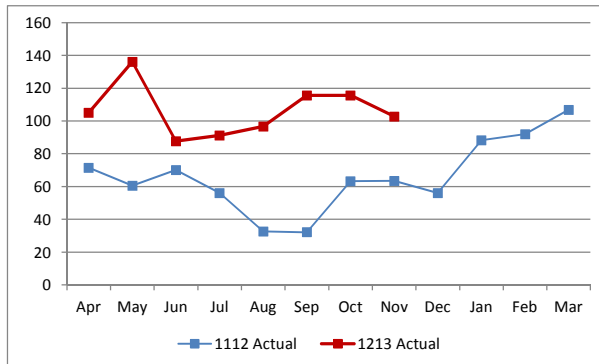
Average OJP Cost Per In-patient Spell (£)



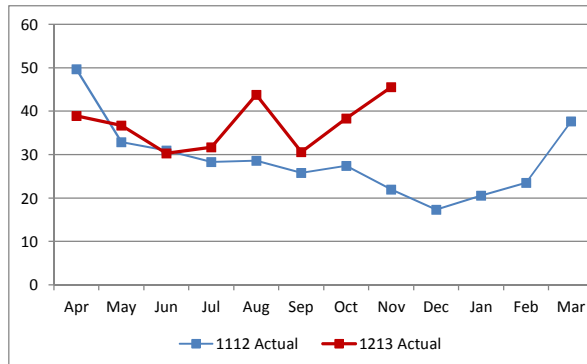
OJP remains an area of high spend and exceeded the parameters set in the new framework. This was predominately due to Surgeon, Anaesthetics and Radiology OJP.

Bank & Agency Expenditure

Clinical Bank & Agency Expenditure (£,000)



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



Overall Bank & Agency was in line with last month's levels of expenditure.

Clinical Bank & Agency expenditure showed a small reduction this month while non-clinical spend increased to its highest level this year so far, mainly related to £18k of bank expenditure within Medical Records, This has in part been driven by the high outpatient activity.

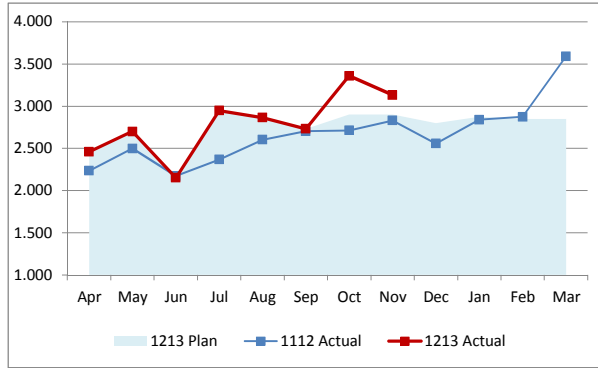
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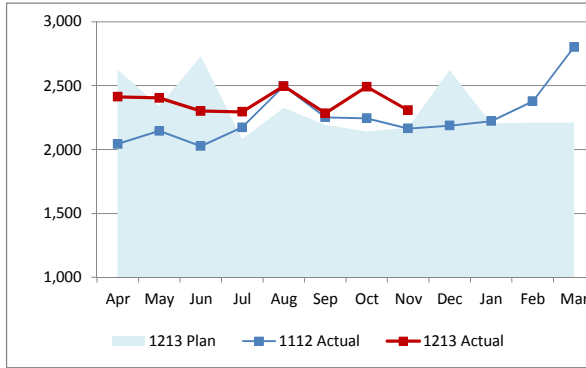
I) Non-Pay Expenditure related Key Drivers/Financial Assumptions

Total Non-pay

Total Non-pay Expenditure (£m)



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

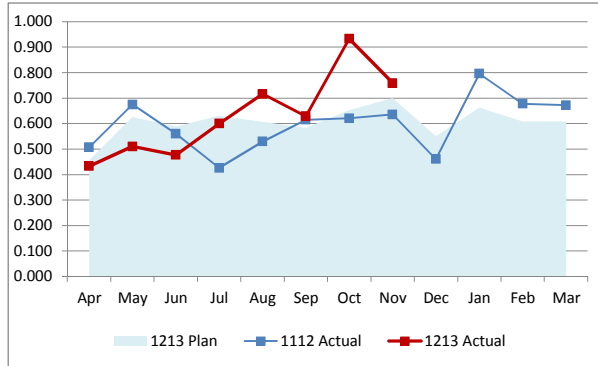


Non-pay costs remained higher in November than allowed for under the delivery framework.

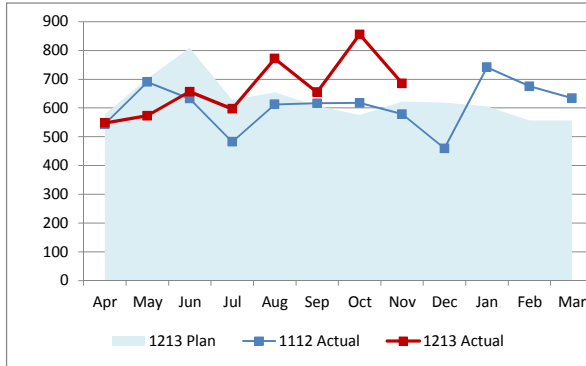
This pressure was mainly driven by higher than anticipated spend in the private sector.

Implants Expenditure

Implant Expenditure (£m)



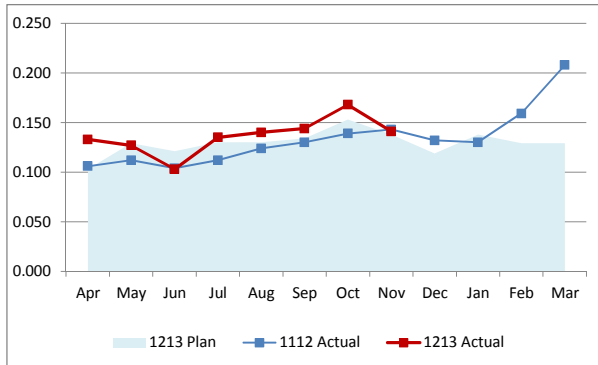
Average Implant Cost Per Surgical In-patient Spell (£)



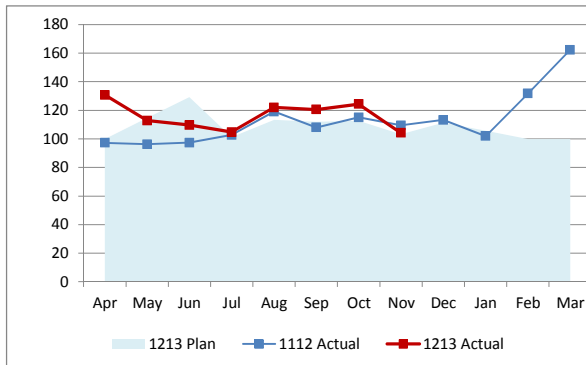
Implant costs remained high in line with activity but the cost per spell returned to regular levels.

Drugs Expenditure

Drugs Expenditure (£m)



Average Drugs Cost Per In-patient Spell (£)



Drugs Expenditure dropped by £0.03m due to reduced high cost exclusion drugs in month but remains slightly above plan in line with activity.

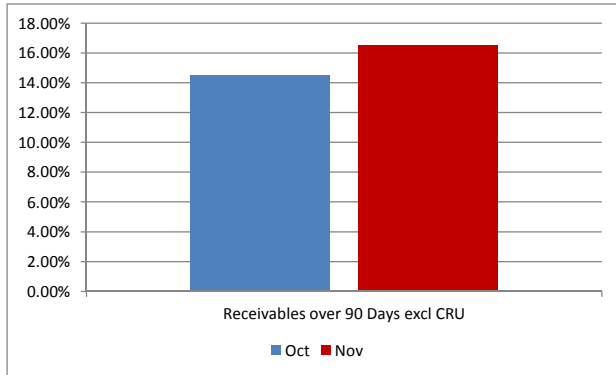
Robert Jones and Agnes Hunt Orthopaedic Hospital NHS Foundation Trust

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J) Balance Sheet Items Analysis

Debtors

Receivables over 90 Days



Invoices over 90 days old and over £5K

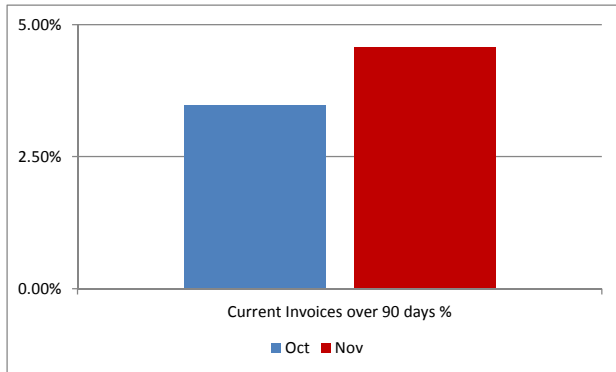
Debtor	Detail	Amount	Status
Insurance Companies	Private Patients	52,653	Payment pending
Rugby Club	Private Outpatients	18,912	Discussions ongoing
Former employee	Equipment	20,985	With debt recovery agent
London PCT	Non contracted activity	5,913	Discussions ongoing
W Mids PCTs	Old year over performance	42,116	Paid December
North West Trust	Non contracted activity	7,370	Discussions ongoing

Total invoices over 90 days > £5K 147,949

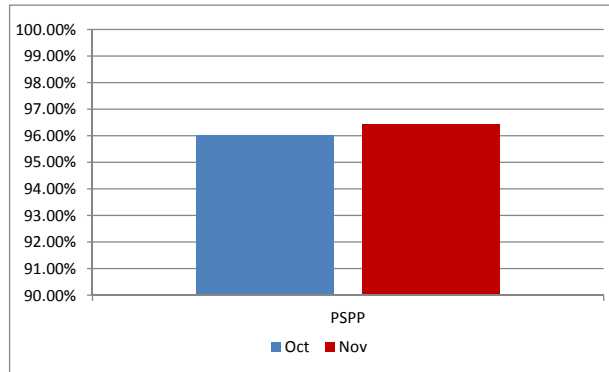
The percentage of invoices outstanding over 90 days has increased by 2.03% compared to last month remaining in excess of Monitor's 5% target. A detailed review of the aged debt is currently ongoing and a target has been set for them to return to opening levels by the end of the financial year.

Creditors

Creditors over 90 Days



Public Sector Payments Policy

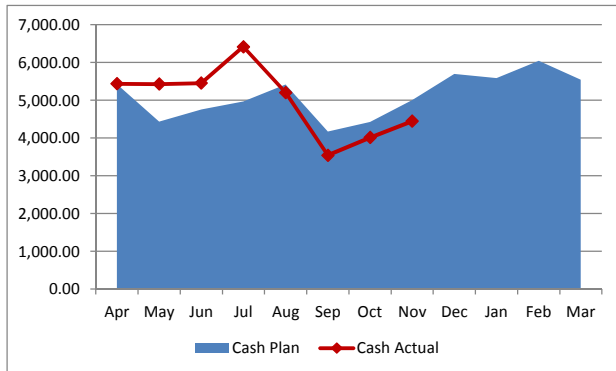


At 4.58%, Creditors over 90 days remain within the Monitor threshold of 5%.

Our PSPP metric for invoices paid within 30 days increased slightly to 96.42% of all invoices paid remaining ahead of the 95% target.

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
TOTAL			0		0

Our cash balances increased from £4.0m to £4.4m in month but remain £0.6m behind the original plan. This is as a consequence of a number of non cash backed transactions that have under pinned the financial performance to date and is expected to remain a pressure throughout the remainder of the year.

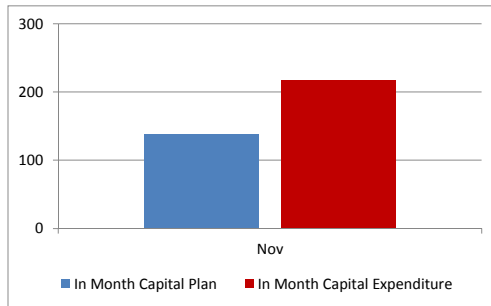
We have nil investments this month as the October investment matured in late November .

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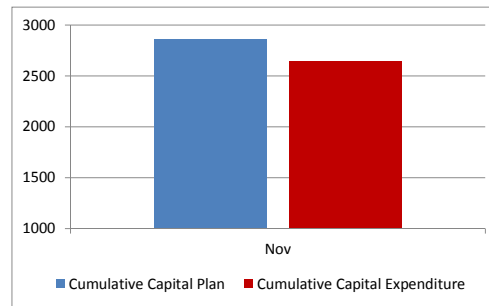
Finance Report for period ending 30th November 2012

K) Capital Programme

In Month Capital Expenditure £'000s



Cumulative Capital Expenditure £'000s



Capital Expenditure in month amounted to £0.22m which was £0.08m ahead of plan.

The programme remains cumulatively behind plan by £0.22m, and a re-assessment of forecast outturn will be undertaken at the January capital planning group.

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	10	7	(3)	270	232	(38)	510
Main Entrance	600	0	0	0	600	770	170	750
Main Entrance - LOF	0	0	0	0	0	35	35	35
Medical Equipment	920	30	0	(30)	780	713	(67)	970
Diagnostics Equip't	200	0	0	0	200	124	(76)	200
X-Ray Refurbishment	250	0	39	39	250	280	30	250
IT Investment	200	0	11	11	50	101	51	200
Orthotics Redesign	240	40	3	(37)	80	3	(77)	250
Site Redevelopment	300	0	113	113	270	142	(128)	330
Denbighs	100	20	25	5	70	25	(45)	0
Stores	100	0	0	0	0	0	0	50
Sheldon Ward	50	0	0	0	50	52	2	52
Alice Ward	0	0	0	0	0	53	53	50
Tumour Unit	0	0	6	6	0	6	6	500
Other Capital	420	38	14	(24)	246	106	(140)	240
NHS Capital Expenditure	3,890	138	218	80	2,866	2,642	(224)	4,387

L) Service Line Performance

Service Level Reporting 2012-2013 Q2 Contribution Analysis

	2011-12		2012-13		Commentary
	Q3	Q4	Q1	Q2	
Joint Surgery	23%	22%	20%	16%	Use of private sector and increased OJP has impacted margins across Surgery.
Medicine	6%	17%	13%	17%	Continued strong performance from Metabolic Medicine & Rheumatology, Care of the Elderly still operates at a loss despite non recurrent support from the PCT.
Paediatric Services	33%	37%	30%	28%	Reduction in outpatient activity for Paediatric Medicine has reduced the margin.
Spinal Services	19%	21%	15%	23%	Use of private sector is beneficial for certain spinal surgery procedures compared to in house delivery, RTA income also driving fluctuations.
Trading Directorate	24%	21%	25%	28%	Physiotherapy now profitable due to new local tariffs and implementation of new staffing structure.

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
Commissioner affordability of contract over performance.	High	Commissioner specific booking parameters. Proactive engagement.	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

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N) Rolling Cashflow Forecast

INCOME	Actual									Forecast										
	Apr 2012 Actual	May 2012 Actual	June 2012 Actual	July 2012 Actual	August 2012 Actual	Sept 2012 Actual	Oct 2012 Actual	Nov 2012 Actual	Dec 2012 Plan	Jan 2013 Plan	Feb 2013 Plan	Mar 2013 Plan	Apr 2013 Plan	May 2013 Plan	June 2013 Plan	July 2013 Plan	August 2013 Plan	Sept 2013 Plan	Oct 2013 Plan	Nov 2013 Plan
Clinical SLA Income	5,964	5,625	6,113	5,970	5,918	5,905	5,909	7,257	6,016	6,060	6,060	6,120	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Other Clinical Income	300	300	300	300	300	200	300	300	200	300	300	400	300	300	300	300	300	300	300	300
Clinical SLA Overperformance	69	175						17	42											
Clinical SLA Underperformance refunds	-473	-213																		
Other NHS Income	893	332	268	579	348	199	768	177	200	500	200	200	500	200	200	500	200	200	500	200
Non NHS Income	211	466	401	832	414	383	569	799	300	650	650	650	650	650	650	650	650	650	650	650
Recharges	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125
Donated Capital	600							86												
Total Cash receipts	7,689	6,810	7,207	7,806	7,164	6,898	7,671	8,675	6,883	7,635	7,335	7,495	7,575	7,275	7,275	7,575	7,275	7,275	7,575	7,275
EXPENDITURE																				
Payroll	2,315	2,237	2,221	2,243	2,266	2,305	2,295	2,312	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	1,544	1,590	1,613	1,603	1,615	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600
Theatre rental						839													850	1,600
Non-Pay via Accs Payable (Trade)	2,620	1,930	2,539	2,277	3,490	2,437	2,569	3,364	2,400	2,200	2,200	2,200	2,750	2,750	2,750	2,750	2,750	2,750	2,750	2,750
Non-Pay via Accs Payable (NHS)	335	514	370	572	907	595	561	697	550	550	550	550	550	550	550	550	550	550	550	550
Capital (NHS)	681	111	242	220	167	191	159	277	389	178	407	968	300	300	300	300	300	300	300	300
Capital (Donated)		404	246																	
Investments	4,000	-1,000			1,000	-1,000	-1,000	-2,000	1,000			-1,000								
Loan Repayment																				
Loan Interest							7												7	
PDC Dividend							598												598	
Total Cash Payments	11,526	5,827	7,185	6,834	9,374	7,562	6,197	6,253	8,254	6,828	7,057	7,223	7,500	7,500	7,500	7,500	7,500	8,955	7,500	7,500
CASH BALANCE																				
Opening Balance	5,271	1,434	2,417	2,439	3,411	1,201	537	2,011	4,433	3,062	3,869	4,147	4,419	4,494	4,269	4,044	4,119	3,894	2,214	2,289
Cash Movement	-3,837	983	22	972	-2,210	-664	1,474	2,422	-1,371	807	278	272	75	-225	-225	75	-225	-1,680	75	-225
Closing Balance	1,434	2,417	2,439	3,411	1,201	537	2,011	4,433	3,062	3,869	4,147	4,419	4,494	4,269	4,044	4,119	3,894	2,214	2,289	2,064
Total cash including investments																				
Add short term investments	4,000	3,000	3,000	3,000	4,000	3,000	2,000		1,000	1,000	1,000									
Total Cash Holding	5,434	5,417	5,439	6,411	5,201	3,537	4,011	4,433	4,062	4,869	5,147	4,419	4,494	4,269	4,044	4,119	3,894	2,214	2,289	2,064
Previous month forecast cash holding	5,006	4,534	5,453	5,782	6,188	3,921	3,718	4,777	5,231	5,702	6,150	5,270	5,559	5,848	6,137	6,426	6,715	7,004	7,293	
Variance	428	883	-14	629	-987	-384	293	-344	-1,169	-833	-1,003	-851	-1,065	-1,579	-2,093	-2,307	-2,821	-4,790	-5,004	

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"

	Inresnoia/ agreed target YTD	Weighting	Month 8 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%	3.0	Achieved	
Referral to treatment time, 18 weeks in aggregate, non-admitted patients	>95%		Achieved	
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 30 Sep 2012)	N/A	special	No	
CQC enforcement action within last 12 months (up to 30 Sep 2012)	N/A	special	No	
CQC enforcement notice currently in effect (as at 30 Sep 2012)	N/A	4.0	No	
Moderate CQC concerns or impacts regarding the safety of healthcare provision (as at 30 Sep 2012)	N/A	special	No	
Major CQC concerns or impacts regarding the safety of healthcare provision (as at 30 Sep 2012)	N/A	2.0	No	
Unable to maintain, or certify, a minimum published CNST level of 1.0 or have in place appropriate alternative arrangements	N/A	2.0	No	
Score of 7 or less in standard 1 assessment at last NHSLA CNST inspection (maternity or all services)	N/A	special	No	
Trust unable to declare ongoing compliance with minimum standards of CQC registration	N/A	special	No	
Results left to complete			0	
Total Score			1	
Override Rating			RED	
Overall rating				

