Monthly BSP Programme Dashboard
July 2012

Overall Program	Overall Status	Financial	Risk&Issues
	A	A	G

Overall programme slightly below plan by £24k due to implementation delays and reforecasts. These movements are not expected to impact on the overall value forecast for 12/13. Key risks, issues and milestones being monitored and reported on an ongoing basis. 12/13 forecast has increased to £8.7M with an unidentified gap of £1.5m. Recurrent savings forecast for 13/14 has dropped by £0.3M to £15M.
To date 34 PODs have started to deliver savings with 23 still to commence. These 34 PODs have to date delivered 15.7% of the total for the year and if all deliver according to forecast will deliver a further £5m by the end of the year.
There are a total of 3 POD risks rated 15 or above, which is a reduction from 4 in June. Two risks relating to the Emergency Flow initiative have been reduced, with a risk for the Outpatient Transformation POD added. The number of programme risks with a similar rating remains unchanged at 4.

Project Group	Financial (£ '000)			Comments
	YTD		RAG status	
	FC	ACT*		
Operational Productivity	243	199	A	Additional income through theatres for backlog work behind plan by £37k. This is being addressed through the elective operational recovery plan which aims to bring elective income back in line with plan. Pharmacy savings overachieving YTD. Bed closures within the Elective Division behind plan by £25k. Paper to TEC in September outlining plans for bed reconfiguration and ringfenced beds will enable this POD to deliver planned savings.
Divisional Opportunities	416	482	A/G	Most divisional opportunities PODs met their target. Overachievement on W&C agency staff POD although no year end variance forecast. Elective division procurement savings overachieved by £44k although includes £32k non recurrent items.
Optimising Workforce	139	90	R/A	Consultant job planning behind plan as agreement re additional capacity payments delayed. Savings were forecast from M4. This is being addressed through current job planning work which forecasts delivering the CY savings although in a different profile than originally planned.
Procurement Efficiencies	90	91	A/G	Overall overachievement through recurrent additional procurement initiatives.
Income Generation	51	54	A	PbR contract management POD underachieved although plan in place and expected to deliver FYE.
External Partnerships	50	49	A	All clinical developments now running. Sterile Services income behind plan although no significant variances against any PODs in this category.
TOTAL	989	965		

Key
FC – Forecast, ACT – Actual validated

Key milestones (for the month)
POD 27 Management Structures – 30 day consultation 17th July started as planned
POD 15 Finance Dept Structure – consultation started as planned
POD 37 – Outpatient Greenhouse to design consolidated outpatient schedule and management process took place
POD 72 Payroll review – Specialists to be appointed to undertake payroll – milestone slipped. Will not affect year end forecast but will affect profiling of savings.
POD19 Emergency flow – Ward closure 31st July happened as planned
POD 31 Theatres – milestone to identify theatre sessions for permanent closure and confirm planned closure against activity data slipped
POD 21 Clinical Specialists - to provide notification to payroll of changes agreed reforecast to August.

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Programme and POD risks rated 15 and above	
Description	**Risk Rating**
PROG R03 - Inability to manage organisation change properly may result in exit of key staff leading to a skills shortage. Divisional Managers, HR and Staff side representatives engaged to identify any risks and take mitigation actions.	16
PROG R07 - Inability to redeploy displaced staff may lead to significant redundancy costs. PMO, Finance and HR working together to identify potential redundancy risks. Initial data suggests that risk is lower than anticipated more detailed work to be focussed on key areas.	15
PROG R10 – Risk of not identifying and delivering the required savings and achieving a FRR3 rating. Work on going to identify financial risk by POD to enable support to be targeted to support delivery.	15
PROG R12 – Risk of not monitoring and tracking benefits may result in the full savings opportunity not materialising, and exposing the Trust to financial risk. A clear weekly monitoring process is in place with close communication between Finance Dept and PMO.	15
POD 07 – IM&T Back office – Risk that redundancy costs may exceed benefit. To be explored further with HR.	15
POD 24 – Elective bed closures – Risk that poor patient experience through patients being cared for in inappropriate locations could lead to sub standard care. Work ongoing across the Trust to agree corporate escalation plan for periods of high demand.	15
POD 37 Outpatients Transformation – Risk that the required reduction in clinics and consequent medical PAs to achieve the required cost reduction is impaired by the concurrent needs of other PODs. Work continues around communication and clarity of savings declared.	16

Quality and Clinical Impact indicators

Description

- Crude mortality rate (deaths per 1000 patients) at the end of July 2012 down from 19.6 to 14.8.
- Elective readmission rates at 3.7%, down from 4.1% in June 2012. Non-elective readmission rates at 8.6% in July, down from 9.6% in June. The June figures have moved slightly since last month following coding updates.
- 9 pressure ulcers (grades 3&4) recorded in July, 18 YTD, compared with 4 YTD last year. A Clinical Summit is being held and an action plan developed to address this, however the increase is not expected to show a link to current BSP activity.
- Net promoter score for July not yet published but raw data suggests a score of 67 for July from 81 in June.
- There has been an increase in total complaints received from 30 in June to 44 in July. 41 of these were clinical. These are all being investigated according to Trust procedures with notable themes or trends escalated.

Financial Rating Key	
Description	**RAG status**
Risk rated to achieve below 25% of forecast	R
Risk rated to achieve between 25 and 49.9% of target	R/A
Risk rated to achieve between 50% and 74.9% of target	A
Risk rated to achieve between 75% and 99.9% of target	A/G
Risk rated to achieve or exceed target	G

Risk & Issues Rating Key	
Description	**RAG status**
Number of risks scoring 15 or above has increased by 5 or more in-month	R
Number of risks scoring 15 or more has increased by 2-4 in-month	R/A
Number of risks scoring 15 or more has increased by 1-3 in-month	A/G
Number of risks scoring 15 or above has not increased in-month	G

The overall programme risk will be the highest rating from those above.