

Meeting Title	Board of Directors - Open		
Date	10 March 2022	Agenda item:	Bo.3.22.17

Report from the Chair of the Finance & Performance Academy

Presented by	Julie Lawreniuk, Non-Executive Director		
Author	Katie Shepherd, Corporate Governance Manager		
Lead Director	Matthew Horner, Director of Finance / Sajid Azeb, Chief Operating Officer		
Purpose of the paper	To provide a summary of the discussions and outcomes from the Finance & Performance Academy briefing meeting held on 26 January 2022		
Key control	This report is relevant to Strategic Objectives 2a: To deliver our financial plan, and 2b: To deliver our key performance targets		
Action required	To note		
Previously discussed at/ informed by	Finance & Performance Academy 26 January 2022		
Previously approved at:	Committee/Group	Date	
	N/A		
Key Matters Discussed			
Due to operational pressures being experienced at the time and in line with the ‘reducing burden’ guidance received from NHS England and Improvement, the Academy held a briefing meeting in January 2022 with a shortened agenda.			
1. COVID-19 Update/ Impact of COVID-19 on Performance			
The Academy received the COVID-19 update and the impact of this on operational performance, which highlighted:			
COVID-19 Update			
<ul style="list-style-type: none">There were five wards dedicated to providing care to patients with COVID-19, and whilst the Omicron variant had seen a significant reduction in demand for ICU care, this wave continued to have a significant impact on elective activity and the recovery plan. The position at the time of the meeting was 94-patients being cared for with confirmed/ suspected COVID-19.			
Elective Activity			
<ul style="list-style-type: none">Due to the number of COVID-19 inpatients being cared for, the Trust did not have the bed capacity to undertake the elective ordinary activity as planned.Elective day case activity had continued, and had largely remained in line with the plan. During November and early December 2021 the Trust had out-performed the plan.Whilst there had been an expected reduction in the number of completed Referral to Treatment (RTT) pathways during December 2021, this had since continued to improve. This was a similar position with the number of outpatient attendances (first and follow-up).Whilst there had been an increase from 157 patients waiting in December 2021 to 172 patients waiting over 104-weeks in January 2022, this was reported as an improvement against the original planned position. It wasn’t yet known what the Trust’s position would be at year-end. Once Ward 20/21 was released for the use of elective activity, the Trust would have a clearer understanding of the expected position on the number of patients waiting over 104-weeks for treatment at 31 March 2022.The Trust expected to report 1,059 patients waiting over 52-weeks for January 2022.The projected total waiting list size for January 2022 was 35,548, a slight reduction from December 2022 and against the plan.			

Meeting Title	Board of Directors - Open		
Date	10 March 2022	Agenda item:	Bo.3.22.17

- The Trust continued to perform well against patient length of stay.

Emergency Department Performance

- Ambulance handover performance had worsened due to flow/bed challenges within the hospital. 50.76% of ambulance handovers had been completed within 15-minutes. This in the quartile nationally. The aspiration for 2022/23 was to achieve 65% within 15-minutes.
- It was noted that the standard which reported the percentage of patients waiting longer than 12-hours in the Emergency Department (ED) following a decision to admit to the hospital, would change to show the percentage of patients waiting over 12-hours within the ED from the point of arrival. Whilst the target was yet to be determined, the Trust had reported that a total of 7.8% of patients had waited in total over 12-hours within the ED in December 2021. To put this into context we were first in WYAAT and sixth in Region.

Cancer Performance

- Whilst the Trust had continued to perform well against the cancer 2-week wait standard, it was projected that compliance would decrease from 95.37% in December 2021 to 89.43% in January 2022.
- The Trust had achieved 84.64% to-date for January 2022 against a target for 75% for the cancer 28-day faster diagnosis standard.
- The Trust was projected to achieve 74.61% against a target of 85% for the cancer 62-day first treatment standard. This was a reduction from 87.01% achieved in December 2021.

Diagnostic Performance

- It was projected that the Trust would achieve 83.5% in January 2022 for Endoscopy diagnostic performance, an increase from 81.60% achieved in December 2021.
- It was projected that the Trust would achieve 80.81% in January 2022 for Radiology diagnostic performance, a decrease from 88.39% achieved in December 2021. It was expected that this would improve once a broken MRI scanner had been fixed.

The Academy noted the COVID-19/Impact of COVID-19 on Performance update.

2. High Level Risks relevant to the Academy

The Academy received the high level risks relevant to the Academy. These were:

- Risk ID: 3467. A risk that patients may come to harm due to delays in the diagnostic pathway.
- Risk ID: 3696. A significant risk to the organisation arising from the age and condition of the pharmacy aseptic unit.
- Risk ID: 3538. A risk that the inability to maintain normal operational delivery of services due to the impact of COVID-19 outbreak could lead to patient harm.
- Risk ID: 3468. A risk that staff are not following or being able to follow the correct process for recording activity or patient pathway steps on the electronic patient record which results in incorrect or missing information.

3. Monthly Finance Report

The key highlights from the month 9 Finance Report were:

- The Trust achieved a breakeven position in Month 9, in line with the plan.
- The Trust submitted a forecast year-end surplus position of £4m to NHSE/I and the Integrated Care System (ICS).
- Work continued to ensure that the Trust would be in the best possible financial position as it moves into the 2022/23 financial year.

Meeting Title	Board of Directors - Open		
Date	10 March 2022	Agenda item:	Bo.3.22.17

The Academy noted the Month 9 financial position.

4. Budget Setting Process and Timetable

An update was provided on the budget setting process for 2022/23 which highlighted:

- The internal planning timeline shared with the Academy in November 2021, had been amended to allow Clinical Business Units (CBUs) input into the budget setting process. Following the step down of budget setting activities to allow operational colleagues to focus on the Omicron wave, it was expected that discussions would re-commence with CBU budget holders in February 2022, and therefore it would be difficult to finalise CBU budgets in time for the submission of the draft plan on the 17th of March.
- The Trust had not yet received the full national planning guidance; however the submission deadline for the Trust and the ICS draft activity, workforce and finance plan was 17 March 2022.
- There is an expectation that the Trust will need to sign activity and financial contracts with the commissioners on 31 March 2022. It was noted that the formation of the Integrated Care Boards (ICBs) had been postponed from 01 April 2022 until 01 July 2022.
- The submission deadline for the final activity, workforce and financial plan was 28 April 2022.
- It was proposed that as the CBU budget setting process would not be finalised in time for the submission of the draft plan, a Trust 'top down' plan would be developed using intelligence from the run rates, known investments and any approved proposals/business cases.
- The presentation to the Academy in November 2021 confirmed that the national guidance for 2022/23 had yet not been published, so there was uncertainty about the level of funding that would be available and the level of efficiencies that would be required in the next financial year. The Trust had modelled a number of scenarios in which the Trust's funding may be reduced by between £10-£20m. The guidance that had been published prior to the January 2022 Academy suggested that the Trust would suffer a funding reduction of c. £20m in 2022/23. This was therefore at the most challenging end of the range of scenarios presented in November.
- It was confirmed that £2.3bn would be allocated nationally to support elective recovery. Funding would be allocated on an ICS basis; however the allocations had not yet been confirmed.
- The Academy would receive a detailed presentation on the 'financial restart' for 2022/23.

The Academy noted the update provided on the budget setting process for 2022/23.

5. Bradford Place and ICS Financial Update

- Bradford Place had forecast a year-end surplus position of £8m; of which BTHFT accounted for £4m.
- It was likely that the ICS would report a year-end surplus position of c. £25m, with the best-case scenario being a c. £40-45m surplus. The Director of Finance would circulate to the report to the Academy.

The Academy noted the update.

6. Capital Update

The key highlights of the capital update for Month 9 2021/22 were:

Meeting Title	Board of Directors - Open		
Date	10 March 2022	Agenda item:	Bo.3.22.17

- The Trust had forecast a £1.6m overspend within internal capital departmental expenditure limit (CDEL).
- It had been identified that there was a risk of further slippage in-year of a sum between £1.6-£3.7m within IT/informatics schemes. Further work was required to understand and explore options to mitigate the risk of slippage.
- The indicative ICS allows suggest the Trust will receive an allocation from the ICS of £24m for capital programmes during 2022/23, and therefore had the challenge of undertaking a risk prioritisation process of the capital schemes initially identified totalling £59m. The ICS allocation remains indicative with a range of scenarios under review and requiring agreement from the ICS. As such the allocation to BTHFT could reduce.
- There would be a number of significant national programmes for capital investment to be delivered during the period 2022/23 to 2023/25 as part of the targeted investment fund (TIF) for elective recovery and for diagnostics (ie Community Diagnostic Centres). The timing and level of investment was unknown at this stage.
- It was agreed that further information would be provided at the next Academy meeting on slippage in-year, and the implications for the the capital programme in 2022/23

7. WYAAT / ICS Programmes Update / Independent Section Contracts Update

Due to the time constraints of the meeting as a result of operational pressures, reports on the above matters were circulated to Academy members following the meeting.

Items of Positive Assurance, Learning and/or Improvement

- The Trust reported a break-even position for Month 9 2021/22, in line with the plan.
- The Trust continued to perform well against the plan to reduce the number of patients waiting over 104-weeks. The position reported in January 2022 was 172 patients waiting over 104-weeks; however, it wasn't yet known what the expected position would be at year-end.

Matters escalated to the Board for consideration

There were no matters to escalate to the Board.

New/emerging risks

There were no new or emerging risks to add to the risk register.

Recommendation

The Board is requested to **note** the discussions and outcomes from the Finance & Performance Academy briefing meeting held on 26 January 2022.