

Meeting Title	Board of Directors		
Date	12 May 2022	Agenda item:	Bo.5.22.11

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 meeting held on 30 March 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 30 March 2022		
Previously approved at:	Committee/Group	Date	
	N/A		
Key Matters Discussed			
The Academy would hold a one-hour development session during the May meeting.			
1. Act as One Programme Update			
The Academy received a detailed presentation from Helen Farmer and Mark Hindmarsh, Act as One Programme Directors. The key highlights of the presentation were:			
<ul style="list-style-type: none">The Act as One Programme work had been paused during the winter months as the team were redeployed to assist with the COVID-19 vaccination programme. However, work had recommenced and included a focus on forward planning.There had been a focus on the development of the governance arrangements at Place and where the Act as One programme would fit in. The proposed governance arrangements were outlined, and Act as One would form part of the Bradford District and Craven Partnership Board, in addition to attending the local Health and Care Partnership Boards and the Partnership Leadership Team.Planning had commenced and the focused programmes of work were outlined. These include:<ul style="list-style-type: none">Healthy Hearts, which would include a focus on the link between serious mental illness and heart disease and outcomes.Diabetes and increased engagement with the Bangladeshi community and dietetic support workers.Better Births, which would see the launch of family hubs and continued working with local authority and the voluntary sector.The Children and Young People Wellbeing programme would see national investments made in tackling eating disorders in young people.The Respiratory programme would see the development of a virtual ward model.The Ageing Well programme would include the implementation of a seven-day urgent community response service, which would support people to stay in their homes during an urgent situation through the response within hours of receiving a call from them.An update was received on the Access to Care Programme which highlighted that through the Inclusive Elective Recovery programme there would be a further focus on inequalities, digital patient pathways, a feasibility study on Community Diagnostic Hubs and the development of community based pathways of care. It was expected that the hub model would be in place for 2023/24.			

Meeting Title	Board of Directors		
Date	12 May 2022	Agenda item:	Bo.5.22.11

- There would be a continued focus on the management of the 62-day cancer pathway which would include the continuation of the Rapid Diagnostic Hub and the undertaking of the tele-dermatology pilot. There would be a continued focus on how bowel and cervical screening initiatives could be improved.
- Work had commenced on the development of the Bradford District and Craven Urgent Care Strategy.
- Five Wellbeing Hubs had been established in the community to provide health and wellbeing support to patients that have wider needs, and would be utilised as a hub to refer people back into community.
- An update was provided on the improvements seen from the MyCare24 Respiratory Programme for people with Chronic Obstructive Pulmonary Disease (COPD). Of the 232 referrals to the programme, there was a 60% reduction in emergency admissions; a 66.7% reduction in respiratory admissions; a 77.3% reduction in the number of COPD admissions; an 84.3% reduction in the number of COPD hospital days; and a 39% reduction in the number of A&E attendances. This was from 31-days prior to the data of referral, to 31-days post the date of referral to the programme. Further work would be undertaken to establish if improvements had been seen in primary care.
- As part of the Multi-Agency Support Team (MAST), over the previous six-months, 1,348 A&E and Ward attendees had been screened, assessed and signposted; and 456 had been referred to the Community MAST Team, 67% of which had engaged with the service.
- Since the introduction of A&E Navigators in June 2021, 648 interventions had been delivered, 79 individuals had been referred to community link projects, and a link had been identified between poor mental health in young people and A&E attendance, therefore support and signposting had taken place.

The Academy noted the update.

2. Operational Improvement Plan – Referral to Treatment

The Academy received a deep dive into Referral to Treatment (RTT) as part of the Trust Operational Improvement Plan. The aim of the plan was *'To be in the top quartile nationally across each key performance indicator by April 2023'*. The highlights of the report were:

Transformational Projects

- There were four Transformational projects for 2022/23. Good progress had been made with the implementation of the Outstanding Theatre Service Programme, which had seen initial engagement workshops completed, work streams defined and early interventions delivered. This included identifying how the Trust could be innovative with the area itself, and the improvement of IT resources for staff training to assist with development and retention.
- The implementation of the Virtual Royal Infirmary Programme had progressed well to date with patient-initiated follow-up and e-consultation in progress.
- Whilst the capital estates work on the Peri-Operative Medicine Unit (POMU) was completed in October 2021, the clinical area is ring-fenced for critical care capacity should we see a surge in COVID-19 patients, and work on the business case to ensure that the POMU area was fully staffed was yet to be completed. This model would contribute greatly to the elective recovery programme.
- The use of digital patient communications would improve the process in which advice was provided to patients prior to operations.

Proactive Performance Management Projects

- As part of the Proactive Performance Management strand of the programme, the Trust

Meeting Title	Board of Directors		
Date	12 May 2022	Agenda item:	Bo.5.22.11

was on track with the Restart and Recovery programme, with early improvements seen in the reduction in the 52-week waiting list.

- 2022/23 Planning Guidance required the Trust to deliver 110% of new patient activity during the year. Insourcing would take place during Q1 2022/23; fixed term clinical contracts would be considered to assist with the delivery of required capacity; and internal recovery would continue where possible.
- Recovery within Diagnostics and Theatres was on track.

Business as Usual Projects

- There was ongoing rigor against day-to-day performance via the daily access meetings.
- Work had commenced with the Trust's Chief Medical Officer regarding 'Getting It Right First Time' (GIRFT) to work through recommendations with each service and monitor implementation of interventions as identified through the previous GIRFT visits.
- There was ongoing review of pathways to improve timely discharge, reduce follow ups, improve overcrowding, safety and patient experience, and define and implement the workforce optimisation programme.

RTT Performance

- The Trust was expected to achieve 70.12% compliance for March 2022, against a trajectory of 92%.
- The Trust reported a total of 1,153 patients waiting over 52-weeks for March 2022.
- The Trust was behind trajectory for 104-week waiters for March 2022, with 181 waiting over 104-weeks. The target for 31 March 2022 was 150 patients. The Trust was required to reduce this to 0 by 30 June 2022.
- The Trust was expected to achieve 73% for admitted RTT pathways.
- The Trust had improved for elective ordinary spells, and was expected to report 82% compliance for March 2022.
- Outpatient attendance for March 2022 was reported at 90% for first attendances, and 87% for follow-up appointments.

JL requested clarification on the 92% RTT target by April 2023 and whether this was a Trust trajectory or required as part of the national planning guidance. It was advised that the planning guidance detailed an expectation that there be no patients waiting over 78-weeks by 31 March 2023, which would not be achievable. The Trust would continue to optimise its pathways to ensure that it could meet the demand to achieve the targets. It was advised that it was unknown if the Trust would be able to achieve 92% RTT compliance by April 2023, however the Trust would have a clearer understanding during H1 (Month 1-6 2022/23) of the specialities that could achieve 92% compliance during 2022/23. It was advised that the Trust would endeavour to take a staged approach to reducing down 104-week wait, 78-week waits, and then 52-week waits. Following this, the Trust could focus on achieving the 18-week wait trajectory. It was suggested that it would take the Trust two-years to achieve 92% RTT compliance due to the scale of the challenge. It was requested that a projection of when the Trust could achieve 92% RTT compliance be provided to the Academy in the near future.

The Academy noted the update.

3. Finance and Performance Academy Work Plan

The Academy reviewed the work plan of activity. It was agreed that the Academy would hold a one-hour development session during the May meeting.

4. Finance and Performance Academy Dashboard

Meeting Title	Board of Directors		
Date	12 May 2022	Agenda item:	Bo.5.22.11

The Academy received the Academy dashboard and noted that the metrics that required further discussion would be discussed at relevant points throughout the meeting.

5. High Level Risks relevant to the Academy

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

- Risk ID 3696: Age and condition of the Pharmacy Aseptic Unit.
- Risk ID 3651: Risk of losing capacity for renal dialysis, resulting from loss of facility at Skipton Renal Dialysis Unit.
- Risk ID 3468: 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 (EPR) which resulted in incorrect or missing information.
- Risk ID 3753: A risk to patient safety due to one of the two MRI scanners being out of service at Bradford Royal Infirmary.

Whilst not reflected on the Risk Register, it was advised that a risk was under review currently, to the potential deterioration of Emergency Department (ED) performance, and overcrowding, due to a significant increase in attendances within the department. It was noted that the 28 March 2022 saw 478 patients in attendance within ED. Whilst the COVID-19 restrictions had been relaxed within the community; strict protocols were still in place within the hospital which included the strict segregation of patients, and asymptomatic and symptomatic screening of patients. This could potentially lead to delays with ambulance handover and deterioration of staff morale. It was advised that the CQC were undertaking Urgent and Emergency Care system visits. This would be highlighted to the Quality and Patient Safety Academy.

A new risk had been added to the High Level Risk Register: Risk ID 3309 which related to the potential harm to patients and the organisation from delays in processing histopathology samples. This was due to a combination of vacancy, sickness absence and lack of locum cover. Work was ongoing to improve this position and would include setting up contracts with specialist labs.

The Academy considered and noted the risks relevant to the Academy.

6. Operational Highlight Report/Performance Report

The key highlights from the report were:

H2 (Month7-12 2021/22) Update

- Theatre operating remained behind plan during the majority of February 2022, but had since increased following ward reconfigurations to ring fence elective bed capacity and increase in the number of theatre lists. This resulted in a significant improvement in the number of elective ordinary spells projected to be delivered by the Trust in March 2022 compared to previous months and a corresponding increase in completed pathways.
- Insourcing continued to fully utilise capacity and maintain high activity levels.
- Day case spells in February were in line with plan and are expected to be ahead of the plan in March 2022.
- Outpatient activity remained slightly below plans as activity levels reduced over the February half-term period, however, it was expected that activity levels would increase as planned during 2022/23.
- The progression of patients through the diagnostic pathways and the ongoing review of clinic models had helped to increase the number of clock stops per appointment which had been the main driver behind recent increases.

Meeting Title	Board of Directors		
Date	12 May 2022	Agenda item:	Bo.5.22.11

COVID-19 Summary

- Since the beginning of March 2022, the number of positive patients had started to increase, however remained lower than levels seen in January 2022.
- Whilst the overall number of COVID-19 position patients in hospital had reduced, it was advised that the numbers had started to increase in line with the national trend.
- It was noted that whilst the number of inpatients with COVID-19 had increased, the majority had been admitted due to other illnesses that were not COVID-19 related. It was noted that this presented a significant pressure to the Trust's bed base.

Emergency Care Performance

- Type 1, 2 and 3 ED attendances had increased in recent weeks, resulting in increased occupancy levels, reported currently at approximately 90%.
- Fast Track and Urgent GP referrals remain significantly above the 2019/20 baseline.
- Ambulance handover performance had improved in recent months, however it was noted that due to the increased occupancy levels of beds, this was presenting a challenge in admitting patients to wards. There had been staffing pressures seen within the wards and ED and therefore work had been undertaken to support the wellbeing of colleagues whilst at work.
- It was noted that whilst the Trust had challenges within Emergency Care as outlined above, the Trust continued to perform well both locally and nationally.
- Challenges with discharging patients into community care had been challenging however work was ongoing with partners to resolve this.
- The use of data for decision-making was expected to improve performance during 2022/23.
- A protocol had been introduced on the cohorting of the ambulance assessment area to release YAS staff from handover.

Cancer Performance

- The Trust was forecast to achieve 95.17% against a target of 93% for the cancer two-week wait standard.
- It was anticipated that the Trust would continue to make improvements with cancer performance during 2022/23.
- It was noted that the Trust had already implemented, or was ahead of trajectory to achieve all of the national priorities for cancer during for 2022/23.
- The Trust was expected to report 83.67% against a target of 75% for March 2022, for patients waiting over 28-days without a diagnosis.
- The Trust was expected to report 76.74% against a target of 85% for March 2022, for patients waiting over 62-days for their first cancer treatment. The number of people waiting over 62-days was 18, a significant reduction in comparison to the peak of 179 patients during the height of the COVID-19 pandemic.

Diagnostic Performance

- It was noted that whilst MRI capacity had been significantly reduced due to the loss of a scanner, the Trust had maintained 100% delivery of fast-track MRI scans within 2-weeks.
- A mobile MRI scanner was in operation, and the MRI scanner that required mechanical work had been repaired and become operational as of 21 March 2022.

The Academy noted the update.

7. Monthly Finance Report

Meeting Title	Board of Directors		
Date	12 May 2022	Agenda item:	Bo.5.22.11

The highlights from the Month 11 2021/22 report were:

- A £4.0m surplus was reported against a year-to-date plan of breakeven.
- The Trust forecast a year-end surplus of £4.0m. The projection had been shared with NHSE/I and the ICS.
- The end-of-year forecast position at month-11 was a total capital spend of £35.8m which was £2.0m less than plan (£37.8m), however the Trust would endeavour to close the gap by year-end.

The Academy noted the update.

8. 2022/23 Financial Plan and Budget Setting Process Timetable / NHSE/I Operational Plan Submission

The summary income and expenditure plan for 2022/23 was shared. The initial plan is derived from:

- the exit run rate from 2021/22 (excluding COVID-19 insourcing/outourcing).
- The expected impact of the Elective Recovery and Restart programme.
- The impact of inflationary uplifts and known expenditure commitments
- After known efficiencies the gap between income and expenditure is forecast to be £23.1m, with a full year effect of £31.5m.
- It was expected that investments and inflation would increase monthly expenditure as the year progresses, resulting in an increasing financial challenge each quarter.
- The opportunities to mitigate the gap were identified and discussed and included a centrally managed target, a reduction in COVID-19 spend by 33% leaving a residual gap that will need to be levied across to Clinical Business Units (CBU) and other Departments.
- There would be a focus on minimising the financial improvement challenge for the Clinical Business Units (CBU) during the first half of 2022/23.
- The phasing of the plans means that the CBUs would have no improvement target for Q1 2022/23, and potentially for Q2 2022/23, however run rate improvements may be required for this period. The required CBU run rate improvement in Q4 2022/23 would be substantial in order to exit the year in balance.
- It was advised that CBUs would need to contribute towards the 33% reduction in COVID-19 spend.
- CBU and Corporate Department draft budgets for 2022/23 had been completed. Validation of the budgets was ongoing and would be presented to the Executive Management Team (ETM) for approval in early April 2022.
- The proposed model for the allocation of CBU efficiency targets would be ratified by the ETM in April 2022.
- A number of risks and mitigations were outlined. Risks include the failure to achieve the 100% elective recovery fund (ERF) target of £12m; the contract proposal from NHSE/I relating to an incorrect sum being allocated to the Trust; local Place pressures, revenue implications of capital developments, any potential COVID-19 resurgence, inflation likely to exceed NHSE/I planning guidance and the Trust's ability to reduce COVID-19 related costs.
- Mitigations include the expectation that the Trust would receive a further ERF allocation from Bradford Place. There is the potential that the ERF shortfalls would likely be offset by variable cost underspends. The Trust continued to pursue a resolution to the reduction in Ockenden funding. There is a potential duplication of spending in the plans. The Trust would also receive non-recurrent income streams from other organisations.
- The plan would be submitted for approval by the Board on 14 April 2022.

The Academy noted the update.

Meeting Title	Board of Directors		
Date	12 May 2022	Agenda item:	Bo.5.22.11

Assurance was provided that the Trust had costed the delivery of the RTT ambition.

9. Procurement Update

The Academy received the second iteration of the draft Procurement Strategy, initially received in November 2021. Following comprehensive engagement with a wide range of stakeholders, the draft strategy had been updated to include:

- The value that Procurement adds to the Trust including the contribution towards financial performance, social value and sustainability.
- Information on the procurement landscape within the NHS including the size and scale of procurement operations, and the impact that national and regional initiatives have on the Trust locally.
- There is reference to the size of the Trust's Procurement Team in relation to the scale of work that they undertake.
- A range of key performance indicators have been included in the draft strategy, as required by NHSE/I.
- The draft strategy outlines future challenges and opportunities which include a move away from competition to collaboration with partners across the West Yorkshire Association of Acute Trusts (WYATT).
- The key changes expected following the introduction of the Procurement Bill. It was expected that this would deliver greater social value benefits.
- Information pertaining to the changes of the NHS Procurement and Commercial Standards (NHS P&C) to the Commercial Continuous Improvement Assessment Framework, however it was unknown yet how the Trust's current Level 1 NHSP&C accreditation would translate.
- The scheme Scan4Safety, a joint approach across WYAAT to digitalise the identification of patients, products and places to capture and process greater amounts of data more accurately and quickly would remain in place, with expected benefits to be seen in the 2022/23 financial year.
- There was a consideration of the current 'just in time' model in place versus stockholding. It was noted that currently the Trust was not in a position to move to a twice-weekly delivery model due to the space required to hold stock.
- It is suggested that a 'No purchase order (PO), No Pay' Policy be introduced to harness improved level of procurement compliance and financial control.
- A Procurement Oversight Group had been established to oversee the work, and support the further development of the Corporate Procurement Service.
- The Procurement Team would design and deliver training to support operational management teams better understand the role, function and benefits of procurement compliance.
- A review of the structure, the functions and the associated resourcing needs of the Procurement service would be undertaken.

Assurance was provided that the Academy would receive regular updates on progress of the Procurement Strategy and would be consulted on issues pertaining to organisational policy on 'local versus national' procurement and alignment to the sustainability plan.

The Academy noted the update.

Items of Positive Assurance, Learning and/or Improvement

- The number of people waiting over 62-days was 18, a significant reduction in comparison to the peak of 179 patients during the height of the COVID-19 pandemic.

Meeting Title	Board of Directors		
Date	12 May 2022	Agenda item:	Bo.5.22.11

- A £4.0m surplus was reported against a year-to-date plan of breakeven for Month 11 2022/23.
- It was noted that the Trust had already implemented, or was ahead of trajectory to implement actions to achieve the national priorities cancer during for 2022/23.

Matters escalated to the Board for consideration

The 2022/23 Financial Plan would be presented to the Board on 14 April 2022 for approval.

New/emerging risks

Whilst not yet reflected on the Risk Register, it was advised that a risk was under review currently, to the potential deterioration of Emergency Department (ED) performance, and overcrowding, due to a significant increase in attendance within the department.

A new risk had been added to the High Level Risk Register: Risk ID 3309 which related to the potential harm to patients and the organisation from delays in processing histopathology samples. This was due to a combination of vacancy, sickness absence and lack of locum cover. Work was ongoing to improve this position and would include setting up contracts with specialist labs.

It was advised that in relation to Risk ID 3651, the Trust was undertaking a feasibility study to identify location options for an alternative renal dialysis unit.

Recommendation

The Board is requested to **note** the discussions and outcomes from the Finance & Performance Academy meeting held on 30 March 2022.