

BOARD OF DIRECTORS MEETING

Agenda Item	P1-092-18	Date: 25 th July 2018
Subject /title	Finance Report - Month 3	
Author	Paul Corbett, Assistant Director of Finance	
Responsible Director	John Andrews, Acting Director of Finance	
Executive summary and key issues for discussion		
<p>The Trust continues to maintain a robust financial position with a continued resources risk rating of 1, which is expected to continue throughout 2018/19.</p> <p>Whilst the Trust is reporting a surplus slightly ahead of plan, the position at Group level is less favourable, primarily due to the under performance of the Charity. The performance of the charity is not linear but the Trust will continue to monitor closely over the course of the financial year.</p> <p>Whilst CIP performance remains strong this is notably related to the achievement of non-recurrent schemes and greater focus on the delivery of recurrent CIP schemes will be required going forward.</p> <p>The Trust has reported an early indication to NHSI that it could breach its agency cap in 2018/19. Reliance upon locums for key medical posts is expected as challenges around recruitment, particularly in radiology, continue. This position will be monitored throughout the year and reported to NHSI.</p> <p>Forecast cash levels remain below plan due to an undrawn ITFF loan and PDC of £37m in total. These will be drawn in Q2.</p> <p>Whilst the capital plan is behind plan this is expected to align throughout the remainder of the financial year.</p> <p>In summary, the Trust is delivering against its Key Financial Objectives and there are no regulatory issues. The finance report for month 3 was discussed at the Finance and Business Development Board Sub-Committee.</p>		
Strategic context and background papers (if relevant)		
Delivery of financial plans and complying with NHS Improvements Risk Assessment Framework.		
Recommended Resolution		
<ul style="list-style-type: none">• Note the satisfactory financial performance and surplus for month 3.• Note the overall financial risk rating of a 1 under the risk assessment framework, which is in line with the plan.• Note the Trust has delivered against its control total of £299k, with an actual year to date comparator of £615k.• Note the KPI performance risks.• Approve the declaration to NHSI for quarter 1, that the board anticipates the Trust will maintain a financial risk rating of at least 1 over the next 12		

months.																																
Risk and assurance																																
N/A																																
Link to CQC Regulations																																
Regulation 12: Safe Care and Treatment																																
Resource Implications																																
N/A																																
Key communication points (internal and external)																																
N/A																																
Freedom of Information Status																																
<p>FOI exemptions must be applied to specific information within documents, rather than documents as a whole. Only if the redaction renders the rest of the document non-sensical should the document itself be redacted.</p> <p>Application Exemptions:</p> <ul style="list-style-type: none"> • Prejudice to effective conduct of public affairs • Personal Information • Info provided in confidence • Commercial interests • Info intended for future publication 	<p>Please tick the appropriate box below:</p> <table border="1"> <tr> <td><input checked="" type="checkbox"/></td> <td>A. This document is for full publication</td> </tr> <tr> <td><input type="checkbox"/></td> <td>B. This document includes FOI exempt information</td> </tr> <tr> <td><input type="checkbox"/></td> <td>C. This whole document is exempt under FOI</td> </tr> </table> <p>IMPORTANT:</p> <p>If you have chosen B above, highlight the information that is to be redacted within the document, for subsequent removal.</p> <p>Confirm to the Trust Secretary, which applicable exemption(s) apply to the whole document or highlighted sections.</p>		<input checked="" type="checkbox"/>	A. This document is for full publication	<input type="checkbox"/>	B. This document includes FOI exempt information	<input type="checkbox"/>	C. This whole document is exempt under FOI																								
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Equality & Diversity impact assessment																																
<table border="1"> <thead> <tr> <th>Are there concerns that the policy/service could have an adverse impact because of:</th> <th>Yes</th> <th>No</th> </tr> </thead> <tbody> <tr> <td>Age</td> <td></td> <td>✓</td> </tr> <tr> <td>Disability</td> <td></td> <td>✓</td> </tr> <tr> <td>Sex (gender)</td> <td></td> <td>✓</td> </tr> <tr> <td>Race</td> <td></td> <td>✓</td> </tr> <tr> <td>Sexual Orientation</td> <td></td> <td>✓</td> </tr> <tr> <td>Gender reassignment</td> <td></td> <td>✓</td> </tr> <tr> <td>Religion / Belief</td> <td></td> <td>✓</td> </tr> <tr> <td>Pregnancy and maternity</td> <td></td> <td>✓</td> </tr> <tr> <td>Civil Partnership & Marriage</td> <td></td> <td>✓</td> </tr> </tbody> </table> <p>If YES to one or more of the above please add further detail and identify if full impact assessment is required.</p>			Are there concerns that the policy/service could have an adverse impact because of:	Yes	No	Age		✓	Disability		✓	Sex (gender)		✓	Race		✓	Sexual Orientation		✓	Gender reassignment		✓	Religion / Belief		✓	Pregnancy and maternity		✓	Civil Partnership & Marriage		✓
Are there concerns that the policy/service could have an adverse impact because of:	Yes	No																														
Age		✓																														
Disability		✓																														
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Pregnancy and maternity		✓																														
Civil Partnership & Marriage		✓																														
Next steps																																
To notify the Council of Governors Nomination & Remuneration Committee of the skills and experience required for Non-Executive Directors.																																
Appendices																																
Appendix 1: Statement of Comprehensive Income Appendix 2: Statement of Financial Position																																

Strategic Objectives supported by this report

Improving Quality		Maintaining financial sustainability	
Transforming how cancer care is provided across the Network		Continuous improvement and innovation	
Research		Generating Intelligence	

Link to the NHS Constitution

Patients		Staff	
Access to health care		<i>Working environment</i> Flexible opportunities, healthy and safe working conditions, staff support	
Quality of care and environment		<i>Being heard:</i> <ul style="list-style-type: none"> • Involved and represented • Able to raise grievances • Able to make suggestions • Able to raise concerns and complaints 	
Nationally approved treatments, drugs and programmes			
Respect, consent and confidentiality			
Informed choice		Fair pay and contracts, clear roles and responsibilities	
Involvement in your healthcare and in the NHS		Personal and professional development	
Complaint and redress		Treated fairly and equally	

THE CLATTERBRIDGE CANCER CENTRE

TITLE: FINANCE REPORT FOR MONTH 3 2018/19

AUTHOR: PAUL CORBETT, ASSISTANT DIRECTOR OF FINANCE

RESPONSIBLE DIRECTOR: JOHN ANDREWS, ACTING DIRECTOR OF FINANCE

FOR: DISCUSSION / DECISION

1. Key Points of Note

The financial performance of the Trust is detailed in the Month 3 Finance Report. The key points of note are outlined below:

- Whilst the Trust is reporting a ytd surplus of £327k against a plan of £298k (+£29k) the Group is behind its planned surplus of £894k by £249k, at £645k. This adverse position is predominantly due to underperformance of the Charity which is £311k behind plan. There is an expectation that the Charity's position over the course of the remaining 9 months but it will continue to be closely monitored.
- The Trust has outperformed its notified ytd control total of £299k, with a ytd comparator of £615k.
- The Trust continues to have an overall use of resources risk rating of 1 (the highest possible rating), which is in line with plan. It should be noted that some of the information included in the NHSI submission is based on forecast activity, given timescales, but this is not considered material against actual performance.
- Capital expenditure is £10,676k against a plan of £13,232k. This is due to underperformance on the Building for the Future programme and the investment in a CT scanner and EPR systems which are expected to catch-up over the remainder of the financial year.
- The CIP programme has achieved savings of £443k, which is £48k above plan largely due to progress against non-recurrent plans. However, there remains a challenge on recurrent CIPs which will be closely monitored
- NHSI has issued the Trust with a 2018/19 Agency Cap of £1.1m. At month 3 the Trust is marginally below its ytd forecast by £9k. There is a risk that the Trust could breach the overall cap given ongoing challenges with medical staff cover (particularly in radiology) and this has been indicated to NHSI. The Trust will continue to monitor and report to NHSI.
- Cash held is £54.2m below plan. This is because the Trust has not yet had to draw down ITFF loans and PDC, £37m and £28.2m respectively. These are expected to be drawn in Q2.
- The Trust is delivering against its Key Financial Objectives.

2. Key Financial Performance Indicators

The key financial performance indicators, with RAG ratings, for the Trust are shown in the table below.

KEY: Better than target		Green
Below target		Red
Below target but within acceptable limits		Amber
Key Indicator		
Group Surplus (incl Charity) of £645k against a planned surplus of £894k		Amber
Trust net surplus of £327k vs a planned surplus of £298k		Green
Net Trust I&E margin of 0.8% vs a planned margin of 0.8% (excludes impairments)		Green
NHSI Control total of £299k against actual year to date comparator of £615k		Green
Actual CIP achieved £443k against a plan of £395k		Green
Capital expenditure at £10,676k against a plan of £13,232k		Amber
Cash balances at £53,783k are £54,152k below planned balances of £107,935k		Amber
Unable to obtain full CQUIN funding		Amber
Use of Resources: Risk Rating		
Capital Service Cover rating of 1 (against a plan of 2)		Green
Liquidity Rating of 1 (against a plan of 1)		Green
I&E Margin of 1 (against a plan of 1)		Green
Variance from Control Total rating of 1 (against a plan of 1)		Green
Agency spend of £291k, which is £9k below NHSI agency ceiling year to date – giving a rating of 1 (against a plan of 1)		Amber
Use of resources – overall risk rating of 1 (against a plan of 1)		Green
Finance and Activity (Integrated Performance Report) June 18		
Finance	CIP (% of savings identified)	Green
	Agency staff spend £000 YTD	Green
	Agency medial locum spend	Green
Activity	Radiotherapy activity – 1.9% growth	Red
	Chemotherapy activity – 5.0% growth	Green
	Inpatient activity – 1% growth	Red
	Outpatient activity – 1% growth	Green

The group surplus is made up of the following components:

The Clatterbridge Cancer Centre Group Accounts:	£000	£000	£000
	Plan	Actual	Variance
The Clatterbridge Cancer Centre NHS Foundation Trust	298	327	29
The Clatterbridge Cancer Charity	445	134	(311)
The Clatterbridge Pharmacy Ltd	52	111	59
Clatterbridge Prop Care Services Ltd (excludes PURP)	99	73	(26)
Total Group Surplus	894	645	(249)

Note: PURP is the Provision for Unrealised Profit which results from accounting for the Prop Care agreement for the new build in Liverpool. It has to be excluded on consolidation.

3. KPI Performance Risks:

High Risks: KPI “Red” from metric table above

Issue	Reason	Risk / Mitigation
Integrated Performance Report: Activity – Radiotherapy	There is an adverse activity variance of -4.0%. Income is also below plan (by -£182K or -4.2%). This represents a slight deterioration on month 2. The plan for 2018/19 was reduced to reflect forecast outturn activity in 2017/18 but activity is still below plan.	Risk of loss of income if activity is below plan. This is mitigated in year by the fixed value contract. The value of underperformance is more than offset by over performance on other service lines, but performance will be closely monitored in year.

Medium Risks: KPI “Amber” from metric table above

Issue	Reason	Risk / Mitigation
Group Surplus (Amber)	The Group has a combined surplus of £645k against a planned surplus of £894k. This is primarily due to the Charity position being below plan.	Risk that the Charity is not able to generate sufficient resources to support Building for the Future. The Charitable Funds Committee will monitor performance in year.
Capital Expend	Capital expend to date is £2.55m behind plan. This is mainly to Building for the Future being £2.4m behind plan.	Risk of slippage in the programme having an adverse impact on patient care. This is not anticipated to be the case, so no significant risk at this point.
Cash Held	Cash is £54.2m below plan. This is because the ITFF loans of £37m and PDC of	Risk of cashflow issues, however the Trust still has £53.8m in the bank. The DH

Issue	Reason	Risk / Mitigation
	£28.2m have not yet been drawn down. This was in the plan for quarter 1. This drawdown is expected to happen in quarter 2.	expects the Trust to draw down by the end of Quarter 2. The Trust anticipates that it will comply with this, so there is no significant risk at this point.
Agency Spend annual cap breach	Continued reliance upon locums for key medical posts	Recruitment underway for clinical oncologist who has been previously acting as a locum. Trust continues to try and recruit a radiologist.
CQUIN Funding 2017-18	Non delivery of 2017-18 Cquins by £390K.	Work is underway in 2018/19 to make sure that milestones that attract funding are met. The Trust has £1.8m of CQUIN targets and performance reporting will be included within the Trust's integrated performance report.

4. New Service: Haemato-Oncology - Financial Contribution

The Trust continues to work with commissioners and the Royal Liverpool Hospital to address data flow issues. Due to the NHSI submission deadline, the financial position at month 3 is based on month 1 actual activity, but estimated activity for months 2 and 3 except where actual data was available (for drugs and bone marrow transplants).

The financial position at month 3 for 2018/19 is that net contribution is £199k ahead of plan, of which £125k relates to drugs.

All other financial issues are on plan, and there are no other major/critical issues to report this month.

5. Productivity

The Trust currently measures its productivity against a number of local operational measures that are reported within the integrated performance report such as, linac usage.

However, the Trust continues to review its performance against key carter metrics. The Cheshire and Merseyside STP has appointed a dedicated Carter Programme Director who the Trust is engaging with, particularly in Pharmacy.

For other key carter categories:

- Pathology – the Trust uses RLBH to provide pathology services;
- Back office – the Trust intends to benchmark its corporate services against national targets
- Estates – the Trust's utilisation of PropCare to deliver its estates strategy is aligned to Carter principles and the new Liverpool Cancer Centre will seek to satisfy national FM benchmarks set by NHSI.

- Procurement – this is currently managed by WUHT but the Trust is engaging with them to achieve savings through procurement.
- Digital - the Trust is a fast follower, aligned to Alder Hey, of the Global Digital Exemplar programme.

6. Recommendations

- Note the satisfactory financial performance and surplus for month 3.
- Note the overall financial risk rating of a 1 under the risk assessment framework, which is in line with the plan and Approve the declaration to NHSI for quarter 1, that the board anticipates the Trust will maintain a financial risk rating of at least 1 over the next 12 months
- Note the Trust has delivered against its control total of £299k, with an actual year to date comparator of £615k.
- Note the KPI performance risks.

STATEMENT OF COMPREHENSIVE INCOME
2018-19

	Trust Annual Plan £k	Plan £k	June 18 Actual £k	Variance £k	Plan £k	Actual £k	Cumulative YTD Variance £k	%
Clinical Income:								
Elective	4,998	418	359	(59)	1,230	1,102	(128)	-10.4%
Non-Elective	4,534	377	573	196	1,115	1,472	357	32.0%
Out-patient Attends	18,416	1,521	1,960	439	4,531	5,416	885	19.5%
Radiotherapy Attends	19,727	1,636	1,496	(140)	4,831	4,949	118	2.4%
Chemotherapy Attends	19,910	1,659	1,659	0	4,898	5,196	298	6.1%
Impact of Contract Tolerances / Agreed Outturn	0	0	(130)	(130)	0	(1,111)	(1,111)	0.0%
Drugs	51,154	4,262	4,856	594	12,585	15,186	2,601	20.7%
Diagnostic Imaging	2,215	185	178	(7)	545	534	(11)	-2.0%
Bone marrow transplants	5,523	459	473	14	1,358	1,392	34	0.0%
Other Currencies	3,079	280	36	(244)	781	390	(391)	-50.1%
Private Patients / External Drug Sales	1,949	162	142	(20)	487	399	(88)	-18.1%
Sub-Total: Total Clinical Income	131,505	10,959	11,602	643	32,361	34,925	2,564	7.9%
Other Income	6,526	643	598	(45)	1,772	1,856	84	4.7%
Hosted Services	7,589	1,367	1,769	402	2,629	2,543	(86)	-3.3%
Total Operating Income	145,620	12,969	13,969	1,000	36,762	39,324	2,562	5.1%
Pay - Non Hosted	(52,796)	(8,219)	(8,170)	49	(16,947)	(16,541)	406	-2.4%
Pay reserves	(218)	60	60	0	36	36	0	0.0%
Pay - Hosted	(3,293)	2,734	2,497	(237)	2,185	2,062	(123)	-5.6%
Drugs expenditure	(46,371)	(3,863)	(4,442)	(579)	(11,409)	(13,912)	(2,503)	21.9%
Other non-pay - Non hosted	(28,407)	(4,496)	(4,880)	(384)	(9,257)	(9,957)	(700)	7.6%
Non-pay reserves	(3,567)	1,235	1,235	0	681	681	0	0.0%
Other Non-pay hosted	(396)	509	555	46	443	464	21	4.7%
Total Operating Expenditure	(135,048)	(12,040)	(13,145)	(1,105)	(34,268)	(37,167)	(2,899)	6.0%
Earnings before Interest, Tax, Depreciation and Amortisation (EBITDA)	10,572	929	824	(105)	2,494	2,157	(337)	-13.5%
Depreciation	(5,155)	(429)	(375)	54	(1,288)	(1,023)	265	-20.6%
Amortisation	0	0	0	0	0	(17)	(17)	0.0%
Fixed Asset Impairment	0	0	0	0	0	(0)	(0)	0.0%
Profit /(Loss) from Joint Venture	624	52	35	(17)	156	112	(44)	-28.2%
Interest receivable (+)	98	9	80	71	25	264	239	956.0%
Interest payable (-)	(679)	(57)	(91)	(34)	(170)	(249)	(79)	46.5%
PDC Dividends payable (-)	(3,667)	(306)	(306)	0	(917)	(917)	0	0.0%
Finance lease interest	(6)	(1)	0	1	(2)	0	2	0.0%
Retained surplus/(deficit)	1,787	197	167	(30)	298	327	29	9.6%
NET I&E Margin (%)	1.2%	1.5%	1.2%	-0.3%	0.8%	0.8%	0.0%	2.5%
EBITDA Margin (%)	7.3%	7.2%	5.9%	-1.3%	6.8%	5.5%	-1.3%	-19.1%

STATEMENT OF FINANCIAL POSITION
2017-18

	Post Audit 2018 £k	NHSI Plan 2019 £k	YTD Plan	May-18 Actual YTD £k	Variance £k	YTD Plan	Jun-18 Actual YTD £k	Variance £k
Non-current assets								
Intangible assets	717	608	710	700	(11)	700	691	(9)
Property, plant & equipment	89,306	168,785	98,080	93,666	(4,414)	102,544	98,934	(3,609)
Investments in associates	672	1,296	776	749	(27)	828	784	(44)
Other financial assets	18,715	4,560	8,843	23,451	14,608	8,415	25,910	17,495
Trade & other receivables	4,563	277	277	4,556	4,279	277	4,541	4,264
Other assets		92,515	22,622			27,471		
Total non-current assets	113,972	268,041	131,309	123,121	(8,187)	140,235	130,859	(9,375)
Current assets								
Inventories	1,161	1,000	1,000	1,309	309	1,000	1,190	190
Trade & other receivables								
NHS receivables	18,419	5,000	5,000	11,822	6,822	5,000	7,144	2,144
Non-NHS receivables	12,267	15,000	15,000	14,645	(355)	15,000	18,557	3,557
Cash and cash equivalents	55,368	47,255	83,618	53,870	(29,748)	107,935	53,783	(54,152)
Total current assets	87,215	68,255	104,618	81,646	(22,972)	128,935	80,674	(48,260)
Current liabilities								
Trade & other payables								
Non-capital creditors	26,348	15,000	15,000	25,530	10,530	15,000	27,607	12,607
Capital creditors	107	1,000	1,000	82	(918)	1,000	82	(918)
Borrowings								
Loans	250	1,730	1,730	250	(1,480)	1,730	250	(1,480)
Obligations under finance leases	51	53	51	51	(0)	51	51	(0)
Provisions	461	489	489	461	(28)	489	461	(28)
Other liabilities:-								
Deferred income	2,307	4,000	4,000	2,386	(1,614)	4,000	3,087	(913)
Other	-	700	700		(700)	700		(700)
Total current liabilities	29,524	22,972	22,970	28,760	5,790	22,970	31,538	8,568
Total assets less current liabilities	171,663	313,324	212,957	176,007	(36,949)	246,199	179,995	(66,204)
Non-current liabilities								
Trade & other payables								
Capital creditors	-	301	301		(301)	301		(301)
Borrowings								
Loans	2,750	37,280	38,270	2,750	(35,520)	38,270	2,750	(35,520)
Obligations under finance leases	109	56	109	109	(0)	109	109	(0)
Other liabilities:-								
Deferred income	1,156	1,156	1,156	1,156	1	1,156	1,156	1
PropCare liability	18,996	92,515	22,622	23,180	558	27,471	27,001	(470)
Total non current liabilities	23,011	131,308	62,458	27,195	(35,262)	67,307	31,016	(36,290)
Total net assets employed	148,652	182,016	150,499	148,812	(1,687)	178,893	148,979	(29,913)
Financed by (taxpayers' equity)								
Public Dividend Capital	23,267	53,063	23,267	23,267	(0)	51,467	23,267	(28,200)
Revaluation reserve	7,839	7,839	7,839	7,839	(0)	7,839	7,839	(0)
Income and expenditure reserve	117,547	121,114	119,393	117,707	(1,686)	119,587	117,874	(1,713)
Total taxpayers equity	148,652	182,016	150,499	148,812	(1,687)	178,893	148,979	(29,914)

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Analysis of CQUIN Scheme 2017/18

CQUIN Scheme	Exec Lead	Lead	£ Specialise	£ CCG	£ withheld	Total	Assumed in y/e accounts	Variance	Achieved?	Comments
Clinical Utilisation Review		Zoe Harris / Richard Lacey	£469,529	£0	£0	£469,529	£0	£0	Achieved	
Medicines Optimisation		Helen Poulter-Clark	£124,646	£0	-£16,740	£107,906	£0	-£16,740	Partial Achievement pending assessment of trigger 2 & 4 and additional information for Trigger 3	Trigger 1- achieved Trigger2 - Will be advised as soon as possible on assessment of freeze data Trigger 3 - Achieved Trigger 4 - Final Assessment won't be received until the end of June due to delay with national SACT database
Nationally Standardised Dose Banding Intravenous SACT		Jayne Kelly	£187,461	£0	£0	£187,461	£0	£0	Achieved	
Enhanced Supportive Care	Helen Porter	Dr Alison Coakley / Mel Ziederman	£318,140	£0	-£95,442	£222,698	£0	-£95,442	Partial Achievement	Fragmented. Dr Alison Coakley leading - requires somebody else. Education and communication on availability of options to patients required.
Optimising Palliative Care		Dr Rosie Lord / Fran Yip	£193,236	£0	£0	£193,236	£0	£0	Achieved	
1a Improvement of staff health and wellbeing		Heather Bebbington	£0	£23,253	-£23,253	£0	£0	-£23,253	Not achieved	Requires 5% improvement of staff survey from 2 years ago. Health and Wellbeing group keeps being cancelled. Needs focus and clarity.
1b Healthy food for NHS staff, visitors and patients		Propcare - Tina Davies	£0	£23,253	£0	£23,253	£0	£0	Partial Achievement	Internal person within CCC to take this forward. Information provided by CQUIN Lead from WRVS didn't satisfy the CCG commissioners.
1c Improving the uptake of flu vaccinations for front line staff with Providers	Helen Porter	Kate Greaves	£0	£23,253	£0	£23,253	£0	£0	Achieved	
Holistic needs assessment and care planning	Helen Porter	Julie Massey	£176,805	£34,879	-£100,585	£111,099	-£81,413	-£19,172	Partial Achievement	Lack of leadership and direction. Previously Mel Ziederman now Julie. Requires project management
Cancer treatment summaries	Helen Porter	Julie Massey	£176,805	£34,879	-£154,481	£57,203	-£81,413	-£73,068	Partial Achievement	Lack of leadership and direction. Previously Mel Ziederman now Julie. Requires project management
Total			£1,646,622	£139,517	-£390,501	£1,395,638	-£162,826	-£227,675		

Analysis of CQUIN Scheme 2018/19

CQUIN Scheme	Exec Lead	Lead	£ Specialised Commissioning	£ CCG	£ withheld	Total	Comments
Clinical Utilisation Review		Zoe Harris / Richard Lacey	£528,273			£528,273	
Medicines Optimisation		Helen Poulter-Clark	£140,241			£140,241	
Nationally Standardised Dose Banding Intravenous SACT		Jayne Kelly	£210,915			£210,915	
Enhanced Supportive Care		Dr Alison Coakley	£357,944			£357,944	May not fully implement in Q1
Optimising Palliative Care		Dr Rosie Lord / Fran Yip	£217,413			£217,413	
1a Improvement of staff health and wellbeing		Heather Bebbington	£0			£0	
1b Healthy food for NHS staff, visitors and patients		Propcare	£0			£0	
1c Improving the uptake of flu vaccinations for front line staff with Providers		Kate Greaves	£0			£0	
Risky Behaviours		Elizabeth Furmedge	£0			£0	
Holistic needs assessment and care planning		Julie Massey	£198,926			£198,926	May not fully implement in Q1
Cancer treatment summaries		Julie Massey	£198,926			£198,926	
Total			£1,852,638	£0	£0	£1,852,638	

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Monthly reporting by end of June from each Lead on risks and where it is up to.
 Reported to Quality and Safety Committee on a quarterly basis - has been for about a year.
 1 Exec Lead to challenge
 Have we got the right leads? E.g. HNA and Cancer treatment summaries
 Planned out properly for reporting and escalation