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Bwrdd Iechyd Prifysgol
Abertawe Bro Morgannwg
University Health Board



Meeting Date	Performance & Finance Committee 26th September 2018			Agenda Item 4.c)
Report Title	Recovery and Sustainability Programme Update			
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Report Sponsor	Lynne Hamilton, Director of Finance			
Presented by	Dorothy Edwards, Deputy Director – Recovery & Sustainability			
Freedom of Information	Open			
Purpose of the Report	This report provides an update on delivery of the Recovery and Sustainability Programme.			
Key Issues	The Programme Board has met on one occasion since the last formal report to Committee in August. The Programme is not on track to delivery against the £21m savings programme and performance has not improved since the last formal report. Enhanced controls and further mitigating action to identify savings and/or reduce costs is covered within the Finance report on this agenda.			
Specific Action Required (please ✓ one only)	Information	Discussion	Assurance	Approval
			✓	
Recommendations	Performance and Finance Committee are requested to: <ul style="list-style-type: none"> • NOTE the delivery assessment 			

RECOVERY AND SUSTAINABILITY PROGRAMME UPDATE

1. INTRODUCTION

Performance and Finance Committee have agreed to receive a monthly update on the delivery of the Recovery and Sustainability (R&S) Programme. This report provides an update on progress as at September 2018.

2. BACKGROUND

Performance and Finance Committee (PFC) have previously received reports on the delivery of the R&S Programme. At the August meeting, an update was provided against savings schemes, and the Committee noted that the Health Board was 'off track' in delivering its monthly financial trajectory and that there were significant risks in work streams not delivering the anticipated savings in 2018/19.

A separate paper detailed proposed actions and further enhanced spending controls is covered elsewhere on the agenda.

The R&S Programme Board met on 5th September and the following paragraphs update on progress and issues across each of the work streams:

Service Remodelling

At the last meeting of PFC it was noted that the Board had concluded its engagement phase in respect of proposed service changes at a number of units and that the changes would be phased during August. Unfortunately, due to operational pressures, it has not been possible to fully implement the bed reductions at Singleton and Neath Port Talbot (NPT) Hospitals. Of particular note, in NPT there are service pressures arising from a lack of flow to community settings and the lack of agreement with NPT County Borough Council on the use of Plas Bryn Rhosyn. Discussions are continuing to take place and the Chief Operating Officer and Director of Nursing are both involved. Similarly, in Singleton, operating pressures have prevented the full closure of the 16 beds. Morriston have made some pathway improvements that have led to a reduction of 10 surgical beds and a paper consolidating the surgical plans at Morriston was noted. A detailed assessment of the impact of delays on the financial position is underway.

Within Mental Health Services, there has been a delay in progressing the transfer of patients from Ward 21 in Princess of Wales Hospital into Ward 1 at Angleton. This is not having a material impact on the financial position at the current time and the Interim Deputy Medical Director is engaged in trying to resolve the outstanding issues and the move is dependent on securing nurse practitioner and GP support for Angleton which is being progressed.

There are discussions taking place on the permanent transfer of Maesteg Day Hospital into POW (no direct financial implications as the Unit has been closed on a temporary basis) ; and also a further assessment of the Minor Injuries Unit at Singleton Hospital.

Workforce Delivery

The Programme Board undertook a 'deep dive' in this work stream at the meeting.

The work stream has 3 distinct elements:

- Staff Health and Well Being
- E-Rostering
- Actions to reduce variable pay including reducing vacancy levels, improved sickness management, and workforce utilisation.

Staff health and well being initiatives are on track for delivery against the work stream objectives and milestones and further work is being undertaken to review occupational health services. It was noted that we have a traditional model of occupational health services and that capacity and demand are not in balance. Some practical actions are underway to improve management processes through digitisation and through the recent Targeted Intervention support package, provided by Welsh Government, skill mix within the service will be improved.

The roll out of e-rostering is going well and a number of 'waves' at Singleton have been completed on time. There is a comprehensive and detailed programme up to June 2019 when the roll out will be complete. The first rosters on the new system were operationalised in September, and a monitoring report using the metrics agreed will be available in the Autumn. There is now an agreed approach to standardising shifts and Unit Nurse Directors are expected to ensure that the costs of actual rosters are managed within the agreed resource envelope through the use of long day shifts and targeted cover of vacancies. This will need to be monitored carefully.

There are a range of actions underway to tackle variable pay and the Programme Board including further actions identified as part of the mitigating actions agreed in June, and also enhanced controls issues in September. A consolidation of all actions is being undertaken to avoid a 'scattergun' approach and ensure that there is a cohesive plan for the remainder of 2018/19.

Additional dedicated workforce support is being aligned with this work stream funded through the Targeted Intervention support package from October.

Workforce Redesign

Work is progressing on both radiology and the therapies areas. A comprehensive plan will be reported to the PFC meeting in October as agreed.

Value Based Procurement

This work stream continues to deliver against objectives and milestones within the plan. There will be a deep dive into this work stream at the Programme Board. Dr Aidan Byrne will provide medical leadership into the clinical areas of the project following Hamish's departure. In addition, the work stream will be supported on nursing consumables by the Director of Nursing and Patient Experience. A number of meetings have taken place with colleagues in Shared Services to exert pressure

on the delivery of their element of the plan as well as identifying opportunities to bring forward savings on clinical consumables. The plan is not forecast to deliver 100% and further mitigating actions are being brought forward, including work on cardiac consumables which is estimated will deliver an in year benefit of £0.370m.

Reducing Waste, Harm and Variation (Value and Variance)

Dr Aiden Byrne will now lead this work stream following the departure of the former Medical Director. Objectives need to be re-set and a cohesive plan developed that will focus on driving down variation and developing a plan that is consistent with the broader approach on Value Based Health care. A new approach to engaging with clinicians in this arena is required and also important to integrate work on prescribing and medicines management. A workshop is planned in the Autumn to be facilitated by the Advisory Board as part of our current package.

Medicines Management

This work stream reports into the Programme Board on a quarterly basis. The Programme Board noted that the projected savings of £1.25m are on track for delivery after quarter 1 and that some areas of anticipated savings have exceeded initial targets, and that switching into biosimilars was ahead of profile in some cases.

Mental Health Services

It was agreed that this work stream needed to be linked into broader service remodelling plans in light of the strategic direction and a further discussion was required. In the meantime, plans to enhance community services and rebalance hospital and community services were progressing and formal feedback on our earlier submission to Welsh Government was awaited.

3. GOVERNANCE AND RISK ISSUES

The risk register continues to be reviewed monthly. No new risks were identified in September and the following table sets out the current risk profile:

April 2018	May 2018	June 2018	July 2018	Sept 2018
Number of Risks = 37	Number of Risks = 56	Number of Risks = 56	Number of Open Risks = 46*	Number of Open Risks = 46
1 (risk score less than 5)	2 (risk score less than 5)	2 (risk score less than 5)	2	2
8 (risk score 5-8)	9 (risk score 5-8)	10 (risk score 5-8)	6	5
17 (risk score 8-15)	28 (risk score 8-15)	30 (risk score 8-15)	24	26
11 (risk score 16-25)	15 (risk score 16-25)	14 (risk score 16-25)	14	13
1 (closed)	1 (closed)	0	2	3

4. FINANCIAL IMPLICATIONS

Failure to deliver the savings identified within the financial plan or to identify mitigating actions will impact on the Health Board's ability to contain its deficit to that set out in the savings plan and will pose a risk going into the financial year 2019/20.

5. RECOMMENDATION

Performance and Finance Committee are requested to:

- **NOTE** the current delivery assessment as at July/August 2018

Governance and Assurance										
Link to corporate objectives <i>(please ✓)</i>	Promoting and enabling healthier communities		Delivering excellent patient outcomes, experience and access		Demonstrating value and sustainability		Securing a fully engaged skilled workforce		Embedding effective governance and partnerships	
									✓	
Link to Health and Care Standards <i>(please ✓)</i>	Staying Healthy	Safe Care	Effective Care		Dignified Care		Timely Care	Individual Care	Staff and Resources	
Quality, Safety and Patient Experience										
A Quality Impact Assessment process is in developed and the process has been tested and requires further refinement.										
Financial Implications										
Failure to deliver the agreed savings plan will have an adverse impact on the Health Board's overall position and ability to meet its control target.										
Legal Implications (including equality and diversity assessment)										
No specific implications to highlight.										
Staffing Implications										
Management capacity within the Programme is being enhanced to support the delivery of objectives resources from additional monies made available by Welsh Government.										
Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)										
The Recovery and Sustainability Programme has been established to provide a framework for the health Board to deliver sustainable performance improvements and to use its resources wisely to meet the needs of its population.										
Report History		PFC Reports in April, May, June and August 2018								
Appendices		Programme Delivery Assessment								