PERFORMANCE REPORT

May 2012

Executive Summary

	In Month	Forecast	
NATIONAL PERFORMANCE FRAMEWORK			The trusts weighted NPF score was 2.49in Month 2. Currently all indicators within acceptable thresholds. Thus the trust has moved into “performing”. Cancer figures are currently provisional.
QUALITY AND SAFETY			NICE Guidance below standards in month 2.Serious incidents open for longer than required timescale have increased above previous year. Cleaning standards have fallen below target levels.
FINANCE			The Trust achieved an adjusted surplus of £556k, a positive variance against plan of £28k.The Trust over performed on its CRES delivery by £51k in the month. Payroll costs were £365k above budget with the Trust spending £1,251k on agency in the month.
WORKFORCE			At Month 2 actual FTEs were 7.30 above budget. Permanent FTEs were down by 28.09 and agency by 41.03 . Bank FTEs were up by 8.23 largely due to vacancy cover. Monthly sickness up to 4.14%, and annual sickness up to 4.24%. With the exception of MCA and DoLs, improvement in training rates continues to be marginal.

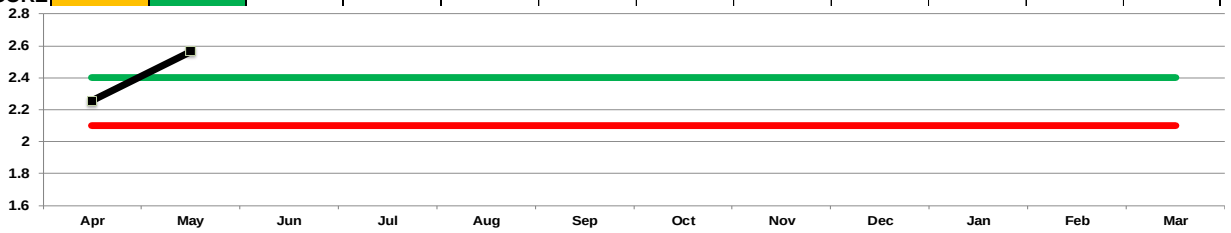
East Sussex Healthcare Trust

Service Performance for 2012/13

	Thresholds		MONTH 1	MONTH 2	MONTH 3	MONTH 4	MONTH 5	MONTH 6	MONTH 7	MONTH 8	MONTH 9	MONTH 10	MONTH 11	MONTH 12
Performance Indicator	Performing	Under-performing	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Total time in A&E - 95% of patients should be seen within four hours	95%	94%	95.56%	96.04%										
MRSA	0	>1SD	0	0										
C Diff	0	>1SD	3	3										
RTT - admitted - 90% in 18 weeks	90%	85%	82.74%	87.34%										
RTT - non-admitted - 95% in 18 weeks	95%	90%	92.86%	95.10%										
RTT - incomplete 92% in 18 weeks	92%	87%	94.23%	95.93%										
RTT delivery in all specialties	0	>20	20	14										
Diagnostic Test Waiting Times	<1%	5%	0.52%	0.26%										
All Cancer Two Week Wait	93%	88%	93.81%	95.71%										
2 week GP referral to 1st outpatient - breast symptoms	93%	88%	91.84%	96.49%										
31-Day Standard for Subsequent Cancer Treatments-Surgery	94%	89%	100.00%	100.00%										
31 day second or subsequent treatment - drug	98%	93%	100.00%	100.00%										
Percentage of patients receiving first definitive treatment within one month (31-days) of a cancer diagnosis (measured from 'date of decision to treat')	96%	91%	93.89%	98.05%										
62-Day Wait for First Treatment Following Referral from an NHS Cancer Screening Service	90%	85%	75.00%	88.89%										
All Cancer Two Month Urgent Referral to Treatment Wait	85%	80%	89.10%	83.60%										
Delayed transfers of care	3.5%	5.0%	1.44%	2.31%										
Mixed Sex Accommodation Breaches	0.0%	0.5%	0.00%	0.00%										
VTE Risk Assessment	90.0%	80.0%	92.20%	92.50%										
		NPF SCORE	2.25	2.56										

Performance figures that are coloured grey have not yet been fully validated and are only indicative. Where inreference to cancer targets, figs will be taken from a preview and updated/fixed the following month. Where in reference to RTT, figs will be taken from the live tracking system and updated/fixed in line with the national timetable

R
A
G



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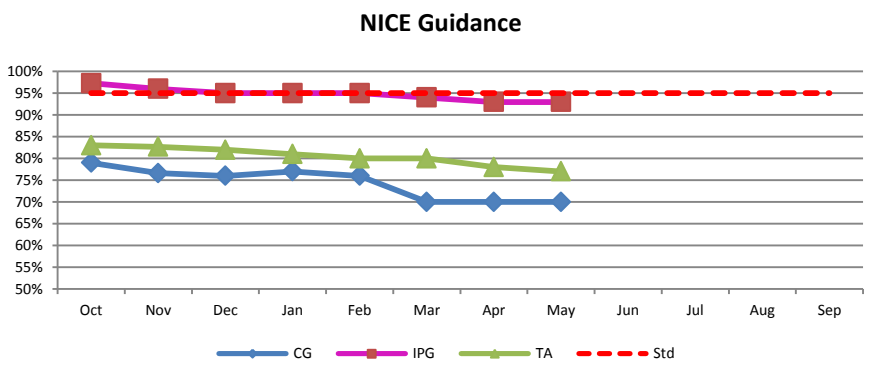
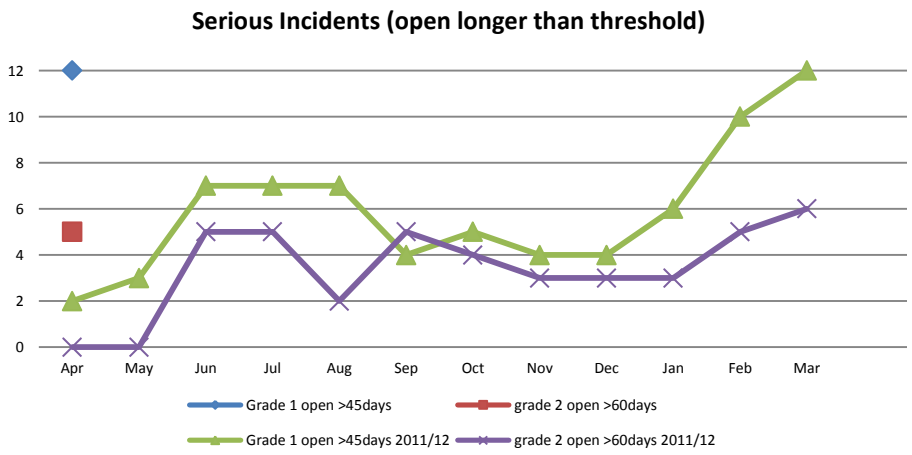
Quality & Safety Dashboard – Trust Level

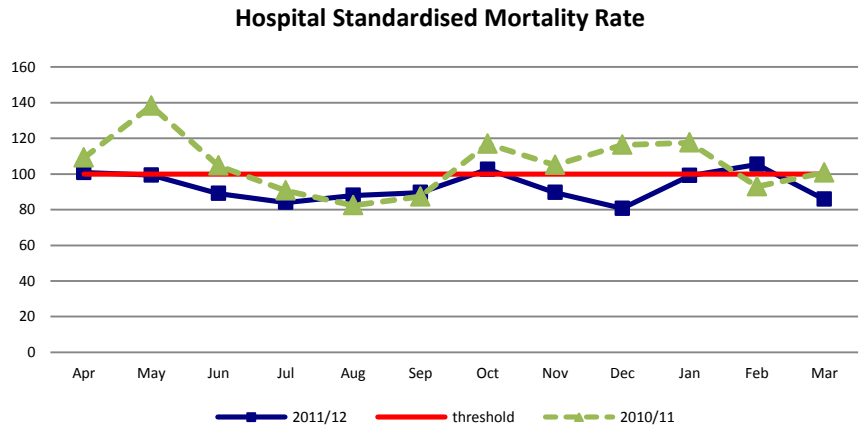


- The NICE dataset has been amended to reflect the reconfigured Divisional structure. This has enabled retrospective data from October 2011 onwards to be available.
- Divisional Data is available from the Assurance Manager for Clinical Effectiveness & Patient Experience
- The data indicates % of guidance that have been reviewed in the Trust and had a gap analysis form completed.
- Reporting measures for NICE Quality Standards may be introduced
- Although reported compliance was down for March 12 in the main this is following quality exercise by the Assurance Manager who has been looking for evidence that forms have been centrally received.

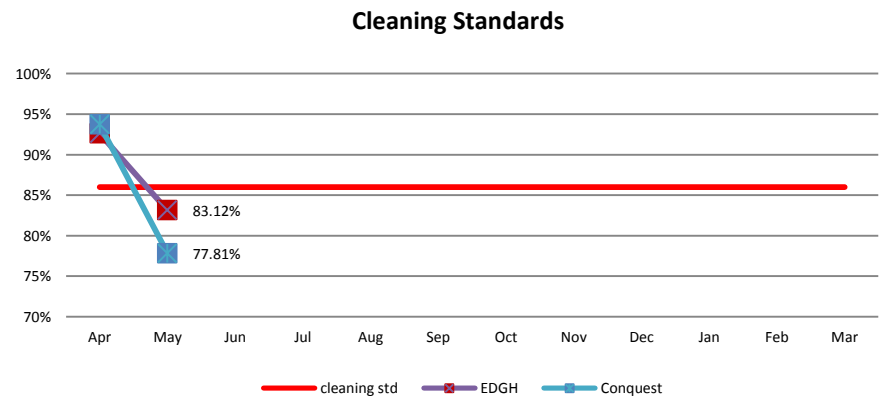


- There are currently many SIs that have been returned by the SHA without being closed due to insufficient information being provided by the Trust.
- In order to improve the quality of the documentation being sent to the PCT/SHA staff training has been undertaken recently.
- It is anticipated that this will result in a higher number of SIs being closed by the PCT/SHA.
- It is unlikely that the benefits of the training will be realised before April 2012.

Quality & Safety Dashboard – Trust Level



- Much work to reduce HSMR is being undertaken and has been reported at a number of Committees
- Analysis is under way to review the spike in October. This includes reviewing any mortality in low risk groups. Depth of coding is also being examined to determine expected v observed. Any signs and symptoms will also be reviewed.
- The graph is indicative of the seasonal rise that also occurred October 2010/11
- Year end position after rebasing is currently forecast to be 101



- Audit looks at 3 key areas: Nursing , housekeeping and maintenance issues. The target is to achieve 86% and above.
- May 2012 results were ESHT tbc%, (EDGH 83.12%, Conquest 77.81%)
- May 2012 - Spring cleaning program started at both sites as agreed with Infection Control,seclude of priority areas as agreed with Infection control all on target to be completed.

Financial Summary – May 2012

Key Issue	Summary	Year to Date	Outturn
Key Performance Indicators	Measured against Monitor criteria the year to date position at the end of May (month 2) was an amber rating of 2.	A	G
Financial Summary	YTD the Trust achieved an adjusted surplus of £556k, a positive variance against plan of £28k. Income was £874k with Contract income £1m above the phased capped plan. Costs were £899k over plan, with costs associated with 18 week performance contributing to this overspend.	G	G
Activity & Income	Inpatients were above plan and £3,374k over due to case mix and 18 weeks. Outpatients were also above plan overall by £512k. There were no other major variances.	G	G
Expenditure	Pay costs were £365k above plan, which included £1,959k paid to agency staff, overtime and ad-hoc payments for additional activity. Non pay over-spent by £534k overall.	A	G
CRES plans	CRES delivery of £2,174k YTD was £53k above plan. £22m has been identified.	G	G
Balance Sheet	The balance sheet is IFRS compliant. Indexation was applied retrospectively to 2011/12 property asset balances.	G	G
Cash Flow	Cash management remains important as we seek to increase cash holdings and reduce creditors.	G	G
Capital Programme	The capital programme is currently being revised within the available capital resource limit.	G	G
Risk Summary	Overall risk rating is a amber rating of 2.	A	G

Income & Expenditure – May 2012

Headlines

The Trust achieved an adjusted surplus of £556k, a positive variance against plan of £28k.

Income was £874k better than plan, accounting for the higher than expected activity around 18 weeks. Contract income is £1m above the phased capped plan and this will need to be recovered during the rest of the year. No income was accrued for against CQUIN targets.

The Trust over performed on its CRES delivery by £51k YTD.

Payroll costs were £365k above budget with the Trust spending £1,251k on agency YTD.

Expenditure on high cost drugs has been suppressed by £218k as the process for recovering income for a specific drug is being put in place. Until such time as month 1 and 2 income is recovered, the Trust remains at risk on this value.

18 weeks activity was higher than anticipated with a total spend of £1,804k on both ad-hocs and 3rd party costs. These are expected to continue in the first quarter.

Cash remains scarce and will require careful management during 2012/13.

£000s	In Mth Plan	In Mth Actual	Variance	YTD Plan	YTD Actual	Variance	Annual Plan
NHS Patient Income	29,329	29,826	497	57,588	58,627	1,039	332,605
Private Patient/ ICR	402	373	-29	803	849	46	4,819
Trading Income	440	402	-38	878	831	-47	5,273
Education	641	661	20	1,309	1,309	0	7,851
Other Non Clinical Income	1,452	1,395	-57	2,904	2,740	-164	18,232
Total Income	**32,264**	**32,657**	**393**	**63,482**	**64,356**	**874**	**368,780**
Pay Costs	-21,443	-21,133	310	-41,659	-42,022	-363	-247,641
Ad hoc Costs	-287	-287	0	-483	-485	-2	-1,080
Non Pay Costs	-8,579	-9,304	-725	-17,109	-17,643	-534	-98,940
3rd Party Costs	-690	-690	0	-1,319	-1,319	0	-3,239
Other	141	141	0	295	295	0	1,000
Total Costs	**-30,858**	**-31,273**	**-415**	**-60,275**	**-61,174**	**-899**	**-349,900**
EBITDA	**1,406**	**1,384**	**-22**	**3,207**	**3,182**	**-25**	**18,880**
Profit/Loss on Asset Disposal							
Depreciation	-874	-849	25	-1,748	-1,696	52	-10,487
PDC Dividend	-519	-511	8	-1,022	-1,022	0	-6,133
Interest	-21	-21	0	-43	-42	1	-260
Net Surplus/-Deficit	**-8**	**3**	**11**	**394**	**422**	**28**	**2,000**
Elimination of Donated Asset Reserve	67	67	0	134	134	0	800
Normalised Net Surplus/-Deficit	**59**	**70**	**11**	**528**	**556**	**28**	**2,800**

EBITDA	**1,406**	**1,384**	**-22**	**3,207**	**3,207**	**3,182**	**18,880**
Debtors	-572	6,619	7,191	4,928	4,356	4,751	4,233
Creditors	895	-6,183	-7,078	-2,105	-1,210	-1,604	-3,267
Other	-57	-203	-146	-41	-99	-274	-774
CF from Operations	**1,672**	**1,617**	**-55**	**5,989**	**6,254**	**6,055**	**19,072**
CAPEX	-700	-1,087	-387	-700	-1,400	-2,375	-10,755
Proceeds from Asset Sales	0	24	24	0	0	24	0
Interest Rec'd/Paid	1	3	2	1	2	5	-260
Net movement in loans	0	0	0	0	0	0	-1,674
PDC	0	0	0	0	0	0	-6,133
Other	90	76	-14	10	100	87	500
Net Cash Inflow/Outflow	**1,063**	**633**	**-430**	**5,300**	**4,956**	**3,796**	**750**

Balance Sheet & Cash Flow – May 2012

Headlines

- The financial performance of the Trust during 2011/12 had a significant impact on cash and our ability to comply with the Better Payment Practice Code.
- Operationally the Trust's cash position remains extremely poor with resulting low BPPC performance and a high value of outstanding creditors on the balance sheet.
- The cash position will be significantly impacted by CRES performance, failure on CRES will have a direct negative impact on cash and the Trusts ability to pay its creditors.

Cash Flow Statement May 2012 - 12 Month Projection

£000s	Jun	July	Aug	Sept	Oct	Nov	Dec	Jan 2013	Feb	Mar	Apr	May
Income												
Block Contract	27,870	27,068	27,068	27,068	27,068	27,068	27,068	27,068	27,068	27,068	28,000	28,000
Deanery	450	450	450	450	450	450	450	450	450	450	455	455
Loan	0	0	0	0	0	0	0	0	0	0	0	0
Sales ledger	2,867	3,712	3,712	2,867	3,712	2,867	3,712	3,712	1,185	3,714	3,714	3,000
Interest Receivable	2	2	2	2	2	2	2	2	2	2	2	2
Donated Assets	6	45	45	45	45	45	45	45	45	45	45	45
RTA/VAT/Sundry	136	506	236	506	286	296	316	336	156	246	246	246
Total Income	**31,331**	**31,783**	**31,513**	**30,938**	**31,563**	**30,728**	**31,593**	**31,613**	**28,906**	**31,525**	**32,462**	**31,748**
Expenditure												
Payroll costs	12,508	12,750	12,720	12,490	12,950	12,720	12,670	12,950	12,720	12,720	12,800	12,800
Tax/NI/Super	8,326	8,280	8,400	8,450	8,300	8,535	8,450	8,400	8,535	8,450	8,450	8,400
Non Pay expenditure	10,000	9,750	9,750	6,000	10,000	9,500	9,500	9,250	7,000	5,090	8,000	10,000
Capital programme	1,950	700	700	880	800	800	800	800	900	1,025	1,000	1,000
PDC dividend	0	0	0	3,066	0	0	0	0	0	3,067	0	0
Working Loan repayment	0	0	0	667	0	0	0	0	0	667	0	0
Capital Loan repayment	0	0	0	170	0	0	0	0	0	170	0	0
Loan interest	0	0	0	111	0	0	0	0	0	101	0	0
Total Expenditure	**32,784**	**31,480**	**31,570**	**31,834**	**32,050**	**31,555**	**31,420**	**31,400**	**29,155**	**31,290**	**30,250**	**32,200**
Net inflow/outflow	**-1,453**	**303**	**-57**	**-896**	**-487**	**-827**	**173**	**213**	**-249**	**235**	**2,212**	**-452**
Opening balance	5,295	3,842	4,145	4,088	3,192	2,705	1,878	2,051	2,264	2,015	2,250	4,462
Closing balance	3,842	4,145	4,088	3,192	2,705	1,878	2,051	2,264	2,015	2,250	4,462	4,010
EBITDA	**1,570**	**1,570**	**1,570**	**1,570**	**1,570**	**1,570**	**1,570**	**1,569**	**1,569**	**1,560**		
Change in Trade Receivables	253	254	253	254	253	254	253	254	253	254		
Change in Trade Payables	-1,260	-710	-1,141	2,129	-1,399	-1,812	-784	-699	-1,132	3,275		
Other	-68	-41	-41	-68	-41	-41	-68	-41	-41	73		
Net Cash Inflow	**495**	**1,073**	**641**	**3,885**	**383**	**-29**	**971**	**1,083**	**649**	**5,162**		
Capital Spend	-1,950	-700	-700	-880	-800	-800	-800	-800	-900	-1,025		
Dividends	0	0	0	-3,066	0	0	0	0	0	-3,067		
Financing/Other	2	-70	2	-835	-70	2	2	-70	2	-835		
Net inflow/outflow	**-1,453**	**303**	**-57**	**-896**	**-487**	**-827**	**173**	**213**	**-249**	**235**		

BALANCE SHEET £000s	Opening B/Sheet	Outturn Actual	Forecast Mar 2013
Non Current Assets			
Property plant and equipment	205,909	205,139	197,334
Intangilble Assets	154	149	112
Trade and other Receivables	1,603	1,603	1,000
	207,666	**206,891**	**198,446**
Current Assets			
Inventories	6,975	7,141	7,100
Trade and other receivables	19,683	14,932	13,000
Other current assets	69	85	75
Cash and cash equivalents	1,500	5,295	2,250
	28,227	**27,453**	**22,425**
Current Liabilities			
Trade and other payables	-36,390	-34,548	-26,782
DoH Loan	-1,674	-1,674	-1,674
Borrowings - Finance Leases	-257	-223	-299
Provisions	-478	-478	-361
	-38,799	**-36,923**	**-29,116**
Non Current Liabilities			
DoH Loan	-6,883	-6,883	-5,209
Borrowings - Finance Leases	-1,257	-1,218	-922
Provisions	-2,586	-2,586	-2,843
	-10,726	**-10,687**	**-8,974**
Total Assets Employed	**186,368**	**186,734**	**182,781**

BALANCE SHEET £000s	Opening B/Sheet	Outturn Actual	Forecast Mar 2013
Financed by			
Public Dividend Capital (PDC)	111,891	111,891	111,891
Revaluation Reserve	85,976	85,976	80,389
Income & Expenditure Reserve	-11,499	-11,133	-9,499
Total Tax Payers Equity	**186,368**	**186,734**	**182,781**

Key Performance Indicators – May 2012

Headlines

KPIs

• The Trust's plan is for a £2.8m surplus to be achieved at 31 March 2013. At the end of May the Trust achieved an adjusted surplus of £556k, a positive variance against plan of £28k.

• The EBITDA Margin achieved of 4.9% was marginally behind the plan margin of 5.1% and is an amber risk rating of 2.

• The EBITDA achieved as a percentage of plan was 99.2% and is a green rating 3.

• The I&E surplus margin was marginally better than plan.

• The liquidity ratio has been adjusted for an estimated 30 day Working Capital Facility (WCF) to make it comparable with Monitor's assessment criteria. Including the WCF the liquidity ratio has improved to 14 days, a risk rating of 2.

• Based on the May performance the overall year end rating as measured against Monitor criteria would be a rating of 2.

KPIs	YTD Plan	Actual
EBITDA Margin (%)	5.1	4.9
EBITDA Achieved (% of plan)	100.0	99.2
Return on Assets (excl. dividend) (%)	4.5	4.6
I&E surplus margin (%)	0.6	0.7
Liquidity Ratio (days)	18	14
Overall Monitor Risk Rating	3	2

National & Local Measures	YTD Plan	Actual
Income v Plan (£m)	63.5	64.4
Expenditure (before financing costs) v Plan (£m)	60.3	61.2
CRES Plans (£m)	2.1	2.2
BPPC – Trade invoices by value (%)	95	54.1
BPPC – NHS Invoices by value (%)	95	17.0

Monitor Ratings	YTD Risk Rating
EBITDA Margin	2
EBITDA % Achieved	3
Return on Assets Employed	3
I&E Surplus Margin	2
Liquidity Ratio	2
Overall Risk Rating	2

Activity & Contract Income – May 2012

Headlines

Contract income is reported at £1,039 over the capped contract level. This is acceptable because elective activity is over phased contracted levels that did not account for meeting the revised 18 week trajectories. This additional activity is offset by expenditure above plan for ad-hocs and 3rd party costs.

The level of un-coded activity year to date has fallen to 21% (40% for month one). The figure falls during the year and income is adjusted to allow for this.

There was a step up in elective activity in month leading to an 8.2% over performance YTD, primarily due to the need to meet the agreed 18 week trajectory. This level of over performance is anticipated to fall in future months but will be impacted upon by how successful commissioners demand management plans are.

Emergency activity and income continue to materially over perform, 5.9% and 18.3% respectively. This will be in part due to a % of emergency readmissions that have been withdrawn from the plan and a richer case mix.

Outpatient activity and income saw a large increase in month two, with year to date activity and income over by 5.2% and 6.3% respectively. Broadly other areas are materially in line with plan and known adjustments that will be reflected for future reporting.

No allowance has been made for disputes, or penalties nor has any income been assumed for CQUIN.

	Current Month			YTD		
Activity	**Plan**	**Actual**	**Variance**	**Plan**	**Actual**	**Variance**
Day Cases	3,429	4,075	646	6,749	7,397	648
Elective Inpatients	842	950	108	1,658	1,700	42
Emergency Inpatients	3,367	3,621	254	6,658	7,053	395
Total Inpatients	**7,638**	**8,646**	**1,008**	**15,065**	**16,150**	**1,085**
Excess Bed Days	2,295	3,097	802	4,545	4,930	385
Total Excess Bed Days	**2,295**	**3,097**	**802**	**4,545**	**4,930**	**385**
Consultant First Attendances	7,940	9,690	1,750	15,824	17,364	1,540
Consultant Follow Ups	12,766	15,010	2,244	25,429	27,545	2,116
OP Procedures	3,468	4,166	698	6,958	7,717	759
Other Outpatients inc WA & Nurse Led	11,949	11,910	-39	23,722	23,076	-646
Community Specialist	238	207	-31	470	463	-7
Total Outpatients	**36,361**	**40,983**	**4,622**	**72,403**	**76,165**	**3,762**
Chemotherapy Unbundled HRGs	0	585	585	0	1,003	1,003
A&E Attendances (excluding type 2's)	8,681	9,180	499	17,111	17,438	327
ITU Bed Days	532	529	-3	1,047	1,044	-3
SCBU Bed Days	251	233	-18	494	480	-14
Cardiology - Direct Access	0	79	79	0	128	128
Radiology - Direct Access	4,950	2,171	-2,779	9,740	6,959	-2,781
Pathology - Direct Access	257,424	282,224	24,800	506,544	519,599	13,055
Physio - Direct Access	3,257	2,170	-1,087	6,409	4,340	-2,069

	Current Month			YTD		
Income £000's	**Contract**	**Actual**	**Variance**	**Contract**	**Actual**	**Variance**
Inpatients - Electives	4,669	5,903	1,234	9,189	10,189	1,000
Inpatients - Emergency	6,555	8,313	1,758	12,965	15,339	2,374
Excess Bed Days	532	853	321	1,053	1,370	317
Outpatients	4,055	4,634	579	8,080	8,592	512
Other Acute based Activity	1,759	1,371	-388	3,463	3,063	-400
Direct Access	929	910	-19	1,830	1,744	-86
Block Contract	8,081	6,078	-2,003	15,922	14,901	-1,021
Other i.e. National CEAs, etc	331	-6	-337	261	256	-5
CQUIN	621	0	-621	1,242	0	-1,242
Subtotal	27,532	28,056	524	54,005	55,454	1,449
High Cost Drugs	1,566	1,613	47	3,123	2,888	-235
Device Exclusions	231	157	-74	460	285	-175
GRAND TOTAL	**29,329**	**29,826**	**497**	**57,588**	**58,627**	**1,039**

Divisional Performance (budgets) – May 2012

Headlines

Planned
The deficit against plan increased by £360k in month to £727k mainly due to costs of NHS patients on Michelham and non-delivery of medium/high risk CRES schemes.

Urgent
YTD deficit against plan of £1,060k due to income cap over-performance restrictions, NHS patients on Michelham and expenditure on Cardiology devices.

Integrated
Division marginally overspent in month by £42k, £88k cumulatively.

Commercial
Michelham Private Patient income was again below plan but this was offset by a recharge to Divisions for beds occupied by NHS patients. The division has a YTD surplus against plan of £208k, after accounting for the internal recharge of £359k.

Corporate
The Division was marginally overspent in month by £26k primarily due to Crèche and Occupational Health income shortfalls.

Divisional Performance	In mth Plan	In mth Actual £000's	Var £000's	YTD Plan £000's	YTD Actual £000's	Var £000's
Planned Care	1,179	819	-360	2,452	1,725	-727
Urgent Care	2,681	1,623	-1,058	5,709	4,649	-1,060
Integrated Care	-3,351	-3,393	-42	-6,577	-6,665	-88
Total Clinical Divisions	**509**	**-951**	**-1,460**	**1,584**	**-291**	**-1,875**
Commercial Directorate	-2,256	-2,157	99	-4,557	-4,349	208
Corporate Services	-2,313	-2,339	-26	-4,647	-4,509	138
Central Items	-1,406	-1,240	166	-2,476	-2,464	12
	-5,975	**-5,736**	**239**	**-11,680**	**-11,322**	**358**
Income	5,458	6,690	1,232	10,490	12,035	1,545
Elimination of Donated Asset Reserve	67	67	0	134	134	0
Total	**59**	**70**	**11**	**528**	**556**	**28**

Workforce Plan FTE	Workforce Actual FTE	Divisions Pay Analysis	In mth Plan £000's	In mth Actual £000's	Var £000's	YTD Plan £000's	YTD Actual £000's	Var £000's
1,662	1,712	Planned Care	-6,390	-6,410	-20	-12,703	-12,743	-40
1,556	1,633	Urgent Care	-5,515	-5,551	-36	-10,501	-10,892	-391
1,741	1,661	Integrated Care	-6,046	-5,966	80	-12,109	-11,872	237
4,959	**5,006**	**Total Clinical Divisions**	**-17,951**	**-17,927**	**24**	**-35,313**	**-35,507**	**-194**
1,107	1,060	Commercial Directorate	-2,145	-2,085	60	-4,289	-4,195	94
450	456	Corporate Services	-1,443	-1,408	35	-2,891	-2,805	86
1,557	1,517	**Total Non-Clinical Divisions**	**-3,588**	**-3,493**	**95**	**-7,180**	**-7,000**	**180**
		Central Items	-191	0	191	351	0	-351
6,516	**6,523**	**Total Pay Analysis**	**-21,730**	**-21,420**	**310**	**-42,142**	**-42,507**	**-365**

Divisional Performance (budgets) Planned Care Division – May 2012

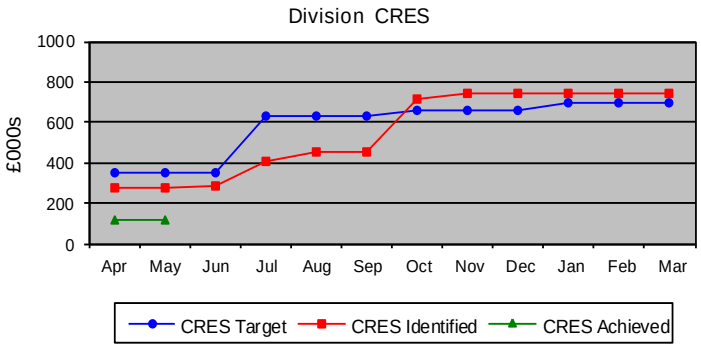
Headlines

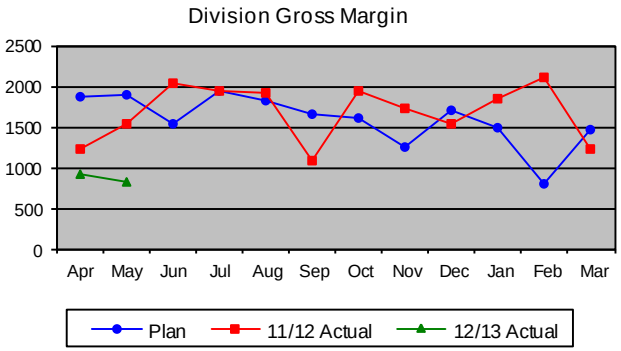
Pay
Pay was under spent by £49k. This was due predominantly to medical middle grade Anaesthetic vacancies at Conquest, Theatres staff vacancies on both sites, plus Conquest ITU vacancies, all of which are currently being recruited to.

Non Pay
Non pay was overspent by £328k, of which £122k is due to the recharge of costs associated with having NHS patients on Michelham. This impacts on all clinical units, but particularly General Surgery and Trauma & Orthopaedics this month. The balance was due predominantly to non-delivery of the medium to high-risk CRES schemes in Theatres, plus increased activity/case mix costs of theatres procedures.

Income
Income was under plan by £12k. Contract income was £34k above plan in non-SCSU contracts, but this was offset by the non-delivery of £44k for BPT identified as CRES.

CRES
The CRES balance remaining to identify to budget lines is £354k of which £69k is in month 2 (contributes to pay overspend).





Workforce Plan FTE	Workforce Actual FTE	Planned Care	In mth Plan £000's	In mth Actual £000's	Var £000's	YTD Plan £000's	YTD Actual £000's	Var £000's
		Contract Income	9,643	9,676	33	19,063	19,085	22
		Other Income	262	217	-45	527	420	-107
		Total Income	**9,905**	**9,893**	**-12**	**19,590**	**19,505**	**-85**
1,662	1,712	Pay	-6,390	-6,410	-20	-12,703	-12,743	-40
		Non pay	-2,336	-2,664	-328	-4,435	-5,037	-602
1,662	1,712	**Total Expenditure**	**-8,726**	**-9,074**	**-348**	**-17,138**	**-17,780**	**-642**
1,662	**1,712**	**Gross Margin**	**1,179**	**819**	**-360**	**2,452**	**1,725**	**-727**

Divisional Performance (budgets) Urgent Care Division – May 2012

Headlines

Pay

Pay Overspent by £36k in month. Specialing Tracheotomy patients on Jevington and Tressell wards created an overspend of £56k in month and the possibility of cohorting is continuing to be evaluated. Winter Ward also overspent on pay (£69k) because of delay of closure with the plan for this to be shut by w/c 18/6.

Non Pay

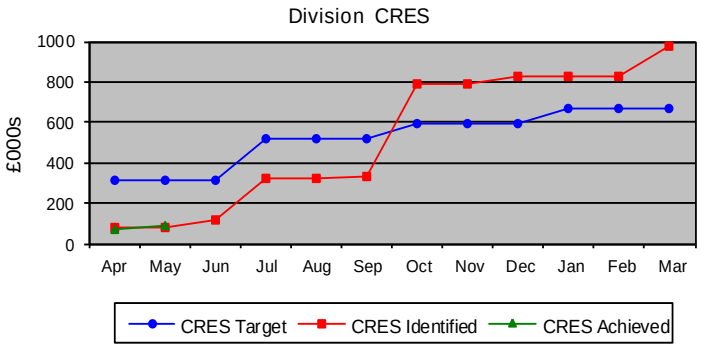
Non pay overspent by £297k in month. This is mainly due to a cross charge from Michelham due to medical outliers (£69k). Cardiology also overspent on devices (£125k), however negotiations are on-going with suppliers to reduce this overspend.

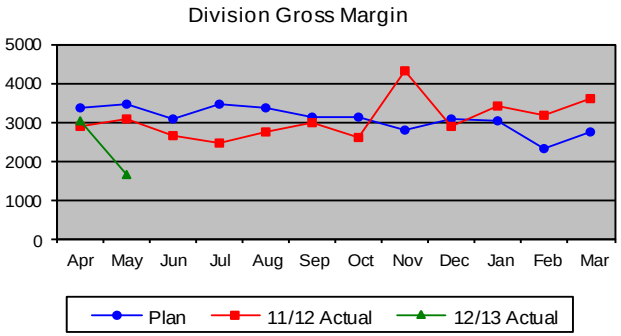
Income

The Division reported an adverse variance on contract income (-£717k) due to the income cap over-performance restrictions.

CRES

Identified CRES in month was £78k and this overachieved with a total achieved CRES of £92k. This over-achievement is predominately due to the under spending of Conquest A&E Medical posts due to vacancies.





Workforce Plan FTE	Workforce Actual FTE	Urgent Care	In mth Plan £000's	In mth Actual £000's	Var £000's	YTD Plan £000's	YTD Actual £000's	Var £000's
		Contract Income	8,997	8,280	-717	17,785	17,515	-270
		Other Income	48	40	-8	101	84	-17
		Total Income	**9,045**	**8,320**	**-725**	**17,886**	**17,599**	**-287**
1,556	1,633	Pay	-5,515	-5,551	-36	-10,501	-10,892	-391
		Non pay	-849	-1,146	-297	-1,676	-2,058	-382
1,556	1,633	**Total Expenditure**	**-6,364**	**-6,697**	**-333**	**-12,177**	**-12,950**	**-773**
1,556	**1,633**	**Gross Margin**	**2,681**	**1,623**	**-1,058**	**5,709**	**4,649**	**-1,060**

Divisional Performance (budgets) Integrated Care Division – May 2012

Headlines

Pay

In Month 2, pay across Integrated reported an under-spend of £79k in month.

The current vacancies being held across Therapies & CSS pending the Staffing Reviews resulted in a £150k under-spend, partially offset against an over-spend in C&YP due to the use of Agency OT within Integrated Therapies.

Non Pay

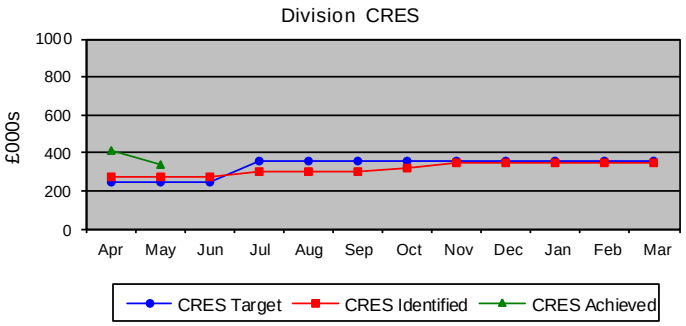
£128k of the £180k adverse variance was due to a combination of slippage on savings across CSS with shortfalls also arising in the Acute side of W&SH & C&YP. Month 2 saw activity related variances on HIV drugs & also activity related non pay across CITs. Drugs remain on target, overachieving against savings, though the risks around recharging of Oral Chemo drugs @ £216k has not been reflected in Month 2 reporting.

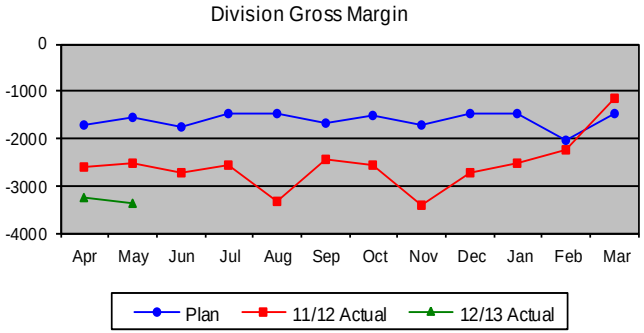
Income

Income is £42k below plan ytd, of which £30k relates to contract income. SCBU Bed days are currently below plan ytd, whilst we're reporting an over-achievement on NEL's & ExBD's. The variance on non contract income was due to reduction in income from ESCC for FNP.

CRES

CRES delivery was above target in Month 2 due to the level of vacancies across Therapies.





Workforce Plan FTE	Workforce Actual FTE	Integrated Care	In mth Plan £000's	In mth Actual £000's	Var £000's	YTD Plan £000's	YTD Actual £000's	Var £000's
		Contract Income	6,028	6,056	28	11,871	11,841	-30
		Other Income	264	294	30	537	525	-12
		Total Income	**6,292**	**6,350**	**58**	**12,408**	**12,366**	**-42**
1,741	1,661	Pay	-6,046	-5,966	80	-12,109	-11,872	237
		Non pay	-3,597	-3,777	-180	-6,876	-7,159	-283
1,741	1,661	**Total Expenditure**	**-9,643**	**-9,743**	**-100**	**-18,985**	**-19,031**	**-46**
1,741	**1,661**	**Gross Margin**	**-3,351**	**-3,393**	**-42**	**-6,577**	**-6,665**	**-88**

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Divisional Performance (budgets) Commercial Directorate – May 2012

Headlines

Pay

Pay was £60k was under-spent in May (taking the year to date to £94k) due to recruitment of CQUIN funded Housekeeping & vacancies in EHS

Non pay

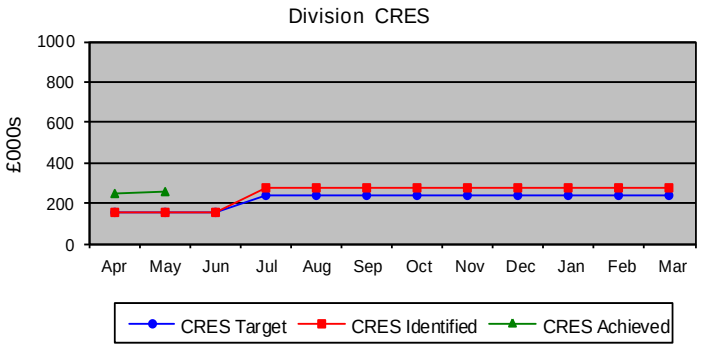
£159k under spend (£366k YTD) due to the cross charge for NHS bed days of £192k (£359k YTD) partially offset by Utilities £30k over in May.

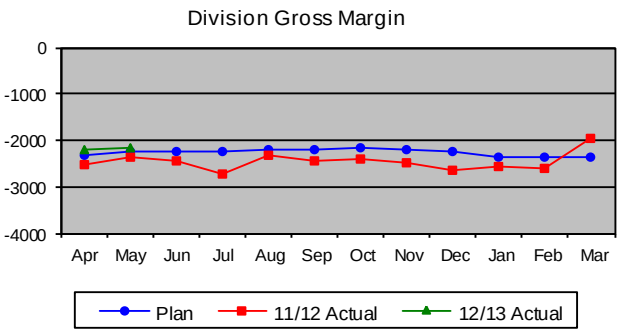
Income

£120k under achieved in May (£252k YTD) due to Michelham Private Patient income being down by £93k (£193k YTD), occupancy levels in May were 59% (April 55%) NHS bed days at 24%. Car parking throughput was £11k over-achieved & Catering £4k due to increase in pricing.

CRES

Savings identified delivery against targeted plans in May - £1.8m Green. £1.1m Amber set to be delivered from September/October





Workforce Plan FTE	Workforce Actual FTE	Commercial Directorate	In mth Plan £000's	In mth Actual £000's	Var £000's	YTD Plan £000's	YTD Actual £000's	Var £000's
		Contract Income						
		Other Income	1,257	1,137	-120	2,515	2,263	-252
		Total Income	**1,257**	**1,137**	**-120**	**2,515**	**2,263**	**-252**
1,107	1,060	Pay	-2,145	-2,085	60	-4,289	-4,195	94
		Non pay	-1,368	-1,209	159	-2,783	-2,417	366
1,107	1,060	**Total Expenditure**	**-3,513**	**-3,294**	**219**	**-7,072**	**-6,612**	**460**
1,107	**1,060**	**Gross Margin**	**-2,256**	**-2,157**	**99**	**-4,557**	**-4,349**	**208**

Divisional Performance (budgets) Corporate Services – May 2012

Headlines

Pay

Pay was £35k under-spent in May (£86k YTD) due to held vacancies from the Corporate Organisation Design. Although some posts are due to be filled in coming months.

Non pay

£24k over spent taking YTD position to £58k under. Hosted budgets over against funding, although the run rate of expenditure mirrors that of April/May in 11/12.

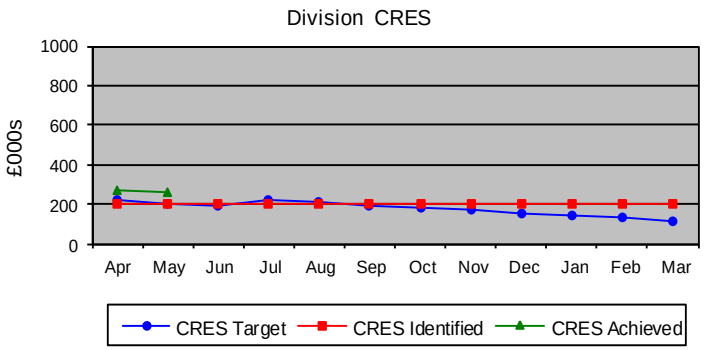
Patient Surveys requirements of CQC high in May & Medical Validation Training.

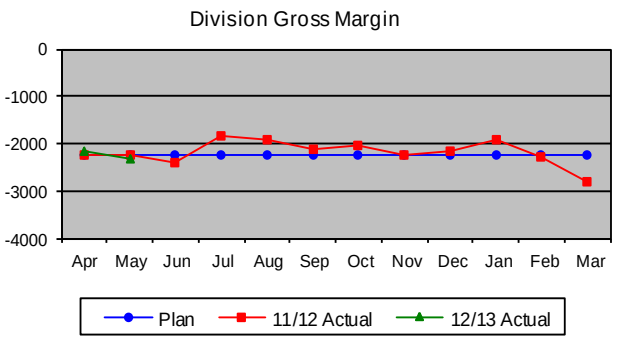
Income

Income was £6k under-achieved year to date due to Crèche fees & Occ Health income shortfalls against plan & early discount on locum invoice payments.

CRES

Savings identified delivery against targeted plans in May.





Workforce Plan FTE	Workforce Actual FTE	Corporate Services	In mth Plan £000's	In mth Actual £000's	Var £000's	YTD Plan £000's	YTD Actual £000's	Var £000's
		Contract Income						
		Other Income	304	267	-37	593	587	-6
		Total Income	**304**	**267**	**-37**	**593**	**587**	**-6**
450	456	Pay	-1,443	-1,408	35	-2,891	-2,805	86
		Non pay	-1,174	-1,198	-24	-2,349	-2,291	58
450	456	**Total Expenditure**	**-2,617**	**-2,606**	**11**	**-5,240**	**-5,096**	**144**
450	**456**	**Gross Margin**	**-2,313**	**-2,339**	**-26**	**-4,647**	**-4,509**	**138**

EBITDA Statement – Quarter 4 2011/12

Headlines

- **The EBITDA statement covers the 12 months of the 11/12 financial year.**

- **Planned Care reported a year end surplus of £859k, 0.66%.** Specialties requiring investigation include: Community block contract -46.22%, Pain Management -34.71% (OPCLFA £-147k; psychology SLA), Plastic Surgery -25.98% (DC; skin therapies histopathology costs & theatre minutes) & Breast Surgery -17.67% (OPCLFA & OPCLFU; diagnostic costs).

- **Urgent Care returned a profit of £1.6m by Qtr 4, 1.26%.** Specialties with adverse variances are: Diabetic Medicine -18.46% (NELs, OPCLFU & OPPROC), Respiratory Medicine -15.08% (NEL; pneumonia & OPCLFU; diagnostic costs), Endocrinology -14.16% (NEL; skin disorders & OPCLFU; diagnostic costs), Palliative Medicine -14.01% (OPCLFA @ Conquest; high medical costs compared to EDGH), A&E -11.10% (attendances; diagnostic costs need investigation) & General Medicine -8.91% (NEL; pneumonia).

- **Integrated Care Qtr 4 surplus of £1.8m, 2.15%.** Specialties requiring investigation are: Neonatology -127.92% (unwell babies not SCBU) & Gynaecology -33.79% (EL; upper genital tract major procedures - LoS & theatre minutes).

- **12/13**
  - Qtr 1 Therapies costs will be apportioned down to individual patient.
  - The SLR Team and PMO will work together on Optimising Clinical Pathways Programme – pilot phase June to September 2012. This will feed into the CRES programme.

Division & Service Line	Total Income £000's	Direct Costs £000's	Indirect Costs £000's	Overheads £000's	Total Costs £000's	EBITDA £000's	EBITDA %	Financing Costs £000's	Surplus / Deficit £000's
Planned Care									
Planned Medicine	13,285	5,558	3,697	2,241	11,496	1,789	13.47%	637	1,152
Urology, General, Vascular & Breast Surgery	38,724	17,799	14,643	7,144	39,587	-863	-2.23%	1,934	-2,798
Trauma & Orthopaedics	41,616	14,886	18,729	6,284	39,900	1,717	4.13%	1,807	-90
Theatres, Anaesthetics, Critical Care & Pain Mgmt	8,834	135	8,336	1,238	9,709	-876	-9.91%	474	-1,350
Head & Neck	28,343	15,438	8,916	4,897	29,251	-909	-3.21%	1,159	-2,068
Total Planned Care	130,802	53,816	54,321	21,804	129,943	858	0.66%	6,011	-5,154
Urgent Care									
Acute & Emergency Medicine	44,297	31,597	7,830	9,141	48,568	-4,271	-9.64%	2,040	-6,311
Complex Medicine & Intermediate Care	49,270	30,153	3,057	11,085	44,294	4,976	10.10%	1,934	3,042
Specialist Medicine	16,538	7,960	4,978	2,900	15,838	700	4.23%	736	-36
Vascular Medicine	15,104	10,869	1,614	2,454	14,937	167	1.11%	863	-696
Total Urgent Care	125,209	80,579	17,479	25,580	123,637	1,572	1.26%	5,573	-4,001
Integrated Care									
Women's Hlth, Reproductive & Sexual Hlth Services	25,064	13,384	5,066	6,520	24,971	93	0.37%	1,016	-924
Children's and Young People's Services	11,384	10,224	748	2,598	13,569	-2,186	-19.20%	598	-2,784
Clinical Support Services	10,780	237	7,058	1,145	8,440	2,340	21.71%	507	1,833
Therapies	37,316	14,059	14,476	7,214	35,749	1,568	4.20%	1,078	489
Total Integrated Care	84,544	37,904	27,348	17,477	82,729	1,815	2.15%	3,199	-1,386
Total Clinical Divsions	**340,555**	**172,299**	**99,148**	**64,861**	**336,309**	**4,245**	**1.25%**	**14,783**	**-10,541**
PbR Exclusions (Acute)	20,431	2,899	17,728	33	20,661	-229		0	-229
PTS / HTCS Contract (Acute)	1,304	0	1,546	21	1,567	-263		0	-263
EHS / PMU	5,078	3,591	-2	356	3,945	1,133		761	372
Michelham Unit	2,182	1,346	7	259	1,612	570		82	488
Other	7	0	110	14	123	-116		7	-120
External Support	15,700	0	0	0	0	15,700		0	15,700
Non Recurrent Costs	0	0	0	5,249	5,249	-5,249		0	-5,249
Reconciliation to Final Accounts	-648	0	0	0	0	-648		-578	-71
Total Trust	**384,609**	**180,135**	**118,537**	**70,793**	**369,466**	**15,143**		**15,056**	**87**

CRES Plans – May 2012

Headlines

- Total CRES target for 2012/13 is £21.9m.
- The overall CRES achieved at the end of May totalled £2,174k which was £53k more than the value of identified CRES.
- Planned Care division was below target but this was offset by over achievement within the Integrated & Commercial divisions.
- Schemes are expected to ramp up from Q2 onwards, so additional plans are being investigated to both cover slippage in year and to identify similar savings for 2013/14.

Division	2012/13 Target £000s	2012/13 In-year identified forecast £000s	2012/13 Target to forecast gap £000s	Red £000s	Amber £000s	Green £000s	FTE
Planned Care	7,010	6,655	-355	1,940	2,178	2,537	33.57
Urgent Care	6,285	6,683	398	1,325	2,841	2,517	77.44
Integrated Care	3,932	3,932	0	895	518	2,519	40.60
Corporate Services	2,112	2,371	259	0	234	2,137	8.12
Commercial Directorate	2,590	2,982	392	500	620	1,862	37.11
Total	**21,929**	**22,623**	**694**	**4,660**	**6,391**	**11,572**	**196.84**

Division	In-month CRES identified £000s	In-month CRES achieved £000s	In-month CRES variance £000s	YTD CRES identified £000s	YTD CRES achieved £000s	YTD CRES variance £000s
Planned Care	298	121	-177	575	239	-336
Urgent Care	83	87	4	162	157	-5
Integrated Care	278	338	60	551	750	199
Corporate Services	255	261	6	523	532	9
Commercial Directorate	155	249	94	310	496	186
Total	**1,069**	**1,056**	**-13**	**2,121**	**2,174**	**53**

Year on Year Comparisons – May 2012

Headlines

- Total Inpatients were 12.3% above last year's activity level.
- Outpatients were 12.6% higher than last year mainly due to consultant follow up appointments which may impact on outpatient ratios within the contract.
- A&E attendances were 4.3% lower than 2011/12.
- In I&E terms, income is significantly higher than the previous year due to the additional support being received by the Trust, in 2011/12 this support was only received at the end of the year.
- Expenditure is higher in the current year, being a mixture of inflation, demand and pay award/incremental drift variances.

Activity	2012/13 YTD Actual	2011/12 YTD Actual	Increase / Decrease Yr on Yr	% Increae / Decrease Yr on Yr
Planned Same Day	7,397	5,836	1,561	26.8%
Elective Inpatients	1,700	1552	148	9.5%
Emergency Inpatients	7,053	6,999	54	0.8%
Total Inpatients	**16,150**	**14,387**	**1,763**	**12.3%**
Elective Excess Bed Days	259	354	-95	-26.8%
Non elective Excess Bed Days	4,671	4,230	441	[illegible]
Total Excess Bed Days	**4,930**	**4,584**	**346**	**7.5%**
Consultant First Attendances	17,364	15,458	1,906	12.3%
Consultant Follow Ups	27,545	23,615	3,930	16.6%
OP Procedures	7,717	6,457	1,260	19.5%
Other Outpatients (WA & Nurse Led)	23,076	21,752	1,324	6.1%
Community Specialist	463	385	78	20.3%
Total Outpatients	**76,165**	**67,667**	**8,498**	**12.6%**
A&E Attendances	17,438	18,230	-792	-4.3%
ITU Bed Days	1,044	989	55	5.6%
SCBU Bed Days	480	651	-171	-26.3%
Cardiology - Direct Access	128		128	
Radiology - Direct Access	6,959	8,948	-1,989	-22.2%
Pathology - Direct Access	519,599	457,939	61,660	[illegible]
Physio - Direct Access	4,340	5,682	-1,342	-23.6%

£000s	2012/13 YTD Actual	2011/12 YTD Actual	Increase / Decrease Yr on Yr	% Increase / Decrease Yr on Yr
NHS Patient Income	**58,627**	52,893	5,734	10.8%
Private Patient/ RTA	849	450	399	88.7%
Trading Income	831	843	-12	-1.4%
Education	1,309	1,343	-34	-2.5%
Other Non Clinical Income	**2,740**	2,962	-222	-7.5%
Total Income	**64,356**	**58,491**	**5,865**	**10.0%**
Pay Costs	-42,507	-41,354	-1,153	2.8%
Non Pay Costs	-18,962	-17,496	-1,466	8.4%
Other	295	84	211	251.2%
Total Costs	**-61,174**	**-58,766**	**-2,408**	**4.1%**
EBITDA	**3,182**	**-275**	**3,457**	**-1257.1%**
Profit/Loss on Asset Disposal				
Depreciation	-1,696	-1,854	158	-8.5%
PDC Dividend	-1,022	-1,004	-18	1.8%
Interest	-42	-64	22	-34.4%
Net Surplus/-Deficit	**422**	**-3,197**	**3,619**	**-113.2%**
Elimination of Donated Asset Reserve	134	3273	-3,139	
Normalised Net Surplus/-Deficit	556	76	480	**631.6%**

Capital Programme – May 2012

Headlines

Year to Date performance:-
After two months capital expenditure amounts to £0.5m with commitments entered into amounting to £4.9m compared to the total capital resource of £9m.
In addition to the above commitments a further £2.4m of funding has been approved and detailed proposals are currently being prioritised within the approved resources.

Medical Equipment.
• All medical equipment is planned to be funded from leasing in 2012/13. A review and risk assessed prioritisation process is being undertaken to determine the equipment programme.

Schemes Subject to Reconsideration.
• These schemes are currently being reconsidered as part of a review and prioritisation of capital resources. Until the review is completed, no capital expenditure is being approved on schemes subject to reconsideration.

Capital Investment Programme £000s	2012/13 Initial Programme	2012/13 Revised Programme	Expenditure YTD
Capital Resources			
Depreciation	9,296	9,296	
League of Friends Support	500	500	
Leasing Medical Equipment	3,345	3,338	
Leasing of Med Equip -CT Scanner	750	0	
Cap Investmnt Loan Principal Repaymnt	-340	-340	
Gross Capital Resource	13,551	12,794	
Less Donated & Leasing Financing	-4,595	-3,838	
Capital Resource Limit (CRL)	**8,956**	**8,956**	**-**
Capital Investment			
Divisions Medical Equipment	4,095	3,338	6
Less Leasing	-4,095	-3,331	
Net Divisions Medical Equipment	**0**	**7**	**6**
Commitments:-			
Minor Capital Schemes	1,000	1,000	295
Endoscopy Development	2,988	2,988	100
Brought Forward Commitments	700	890	125
Approved Funding			
Commercial Div Priority 1 Requirements	950	950	12
Information Technology	800	800	
Divisional Refurbishment	660	660	
Schemes Subject To Reconsideration			
DGH Electrical Supply	650	750	
DGH Mortuary Redevelopment	600	600	
DGH CT Scanner installation	200	0	
Conquest Wellington ward	550	550	
Other	1,000	0	
Sub Total	**10,098**	**9,195**	**538**
Donated Asset Purchases	500	500	361
Donated Asset Funding	-500	-500	-361
Net Donated Assets	**0**	**0**	0
Sub Total Capital Schemes	**10,098**	**9,195**	**538**
Overplanning Margin (-) Under planning (+)	-1,142	-239	
Net Capital Charge against the CRL	**8,956**	**8,956**	**538**

Key Performance Indicators & Reserves – May 2012

Headlines

- The year to date EBITDA percentage achieved was 99.2% of the planned value at £3.2m. This has resulted in a 4.6% Return on Assets at the end of May 2012..

- The liquidity ratio has been adjusted for an estimated Working Capital Facility to make it comparable with Monitor's assessment criteria. The resulting actual liquidity ratio number of days improved to 14 compared to the planned level of 18 days.

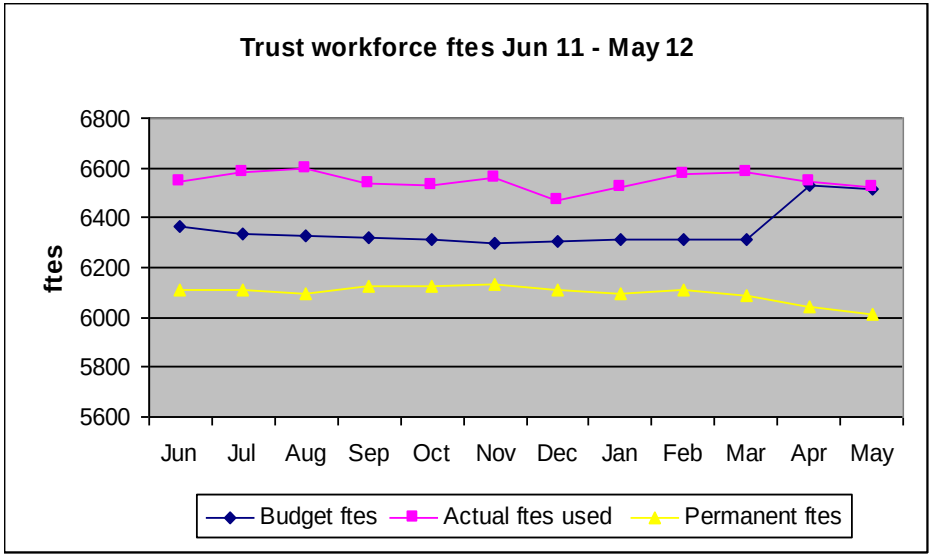
Underlying Performance	2011/12 Outturn	2012/13 Plan	2012/13 YTD
EBITDA	15,727	3,207	3,182
Total EBITDA	15,727	3,207	3,182
Divided by:			
Total Income	385,194	63,482	64,356
EBITDA Margin	**4.1%**	**5.1%**	**4.9%**
EBITDA % Achieved			
Actual EBITDA	15,727	3,207	3,182
Divided by:			
Budgeted EBITDA	17,805	3,207	3,207
EBITDA % Achieved	**88.3%**	**100.0%**	**99.2%**

Financial Efficiency £000s	2011/12 Outturn	2012/13 Plan	2012/13 YTD
Total EBITDA	15,727	3,207	3,182
Less Depreciation & Amortisation	-9,661	-1,748	-1,696
	6,066	1,459	1,486
x360	360	360	360
/ Number of Days	360	60	60
Divided by:			
Opening balance sheet	188,758	194,925	194,925
Closing balance sheet	194,925	195,291	195,291
	383,683	390,216	390,216
Divided by 2	191,842	195,108	195,108
Return On Assets	**3.2%**	**4.5%**	**4.6%**
Net surplus/ deficit	15,727	528	556
Less fixed asset impairments	-32	-134	-134
	15,695	394	422
Divided by:			
Total Income	385,194	63,482	64,356
			0
I&E surplus margin	**4.1%**	**0.6%**	**0.7%**

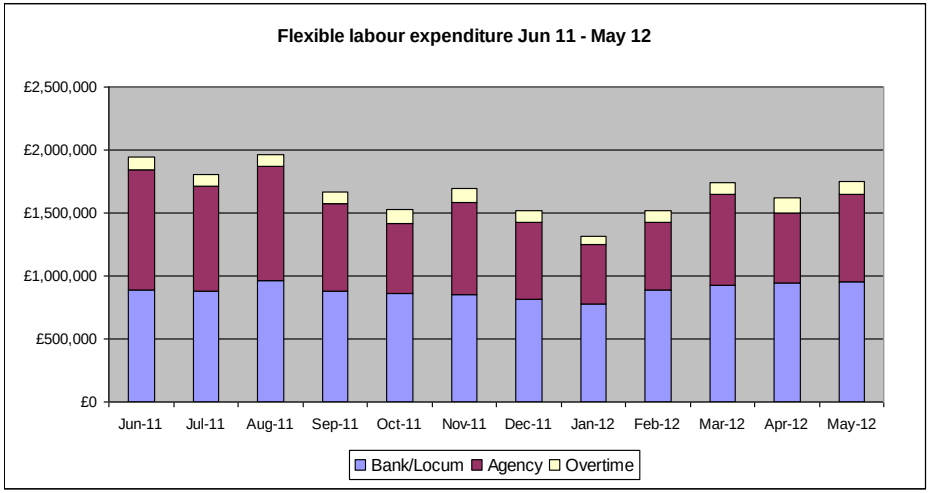
Liquidity £000s	2011/12 Outturn	2012/13 YTD
Opening assets <1yr		
Trade & NHS debtors	19,683	14,932
Accrued income	69	85
Cash	1,500	5,295
Opening liabilities <1yr		
Trade & NHS creditors	-36,390	-34,548
DH Loan	-1,674	-1,674
Accruals	-735	-701
In year working capital facility	30,789	30,587
	13,242	**13,976**
Divided by:		
Total costs in yr x-1	369,467	61,174
Multiply by (days)	360	60
Liquidity Ratio	**13**	**14**

Reserves £000s	Opening Reserves	Issued YTD	Closing Reserves
Wage Award	500	-500	0
CQUIN	1,400	0	1,400
High Cost Drugs	15,612	-2,602	13,010
Device Exclusions	2,755	-452	2,303
Contingency	3,120	-51	3,069
	23,387	**-3,605**	**19,782**

Workforce - Trend Summary (Trust)



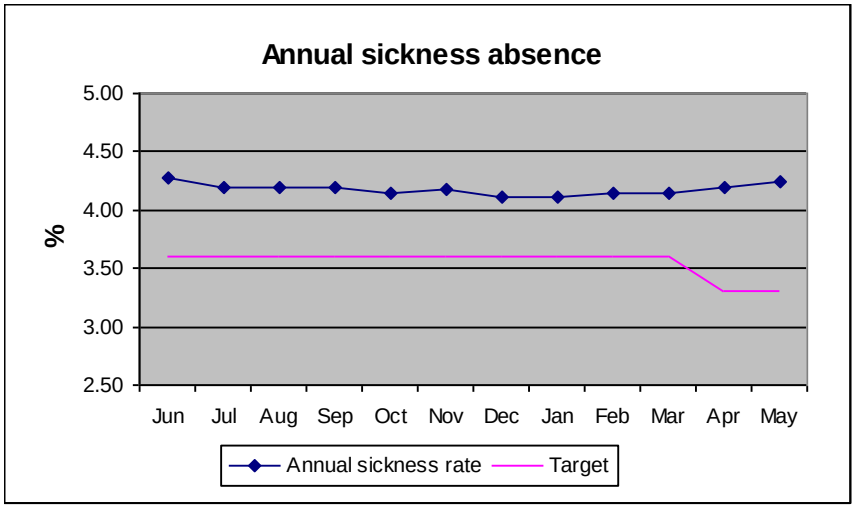
	Year to Date	
	Target	Actual
WTE in post (actual worked)	6515.58	6522.9
Paybill (£m)	42.14	42.51
Staff turnover	10%	10%
% of Bank, agency and overtime spend		7.93%

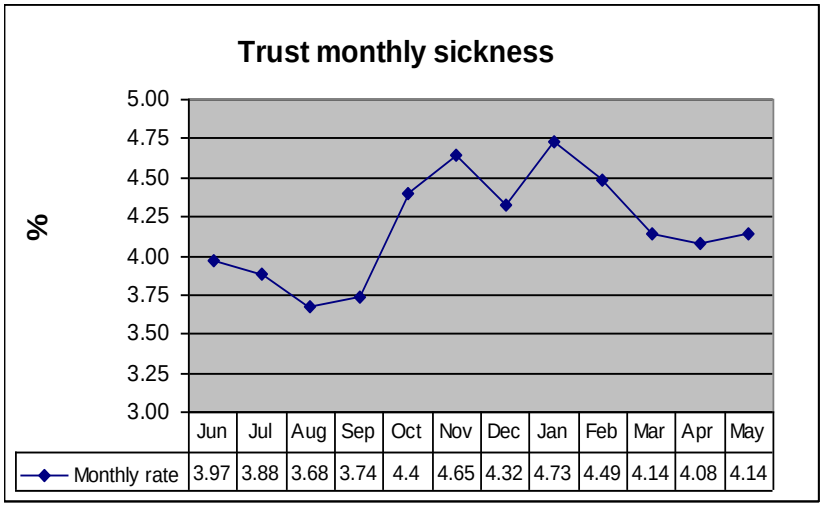


At Month 2 actual ftes were 7.30 above budget. Permanent ftes fell by a further 28.09 down to 6011.1 and Bank usage was marginally down by 8.23 ftes (but bank spend was slightly up). Overtime spend was down by nearly £17K but agency usage increased by 16.54 ftes and, as a result, overall flexible labour expenditure was up by nearly £132K to its highest total since Aug 11.

Sickness data (Trust)

East Sussex Healthcare NHS
NHS Trust





	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
Monthly rate	3.97	3.88	3.68	3.74	4.4	4.65	4.32	4.73	4.49	4.14	4.08	4.14

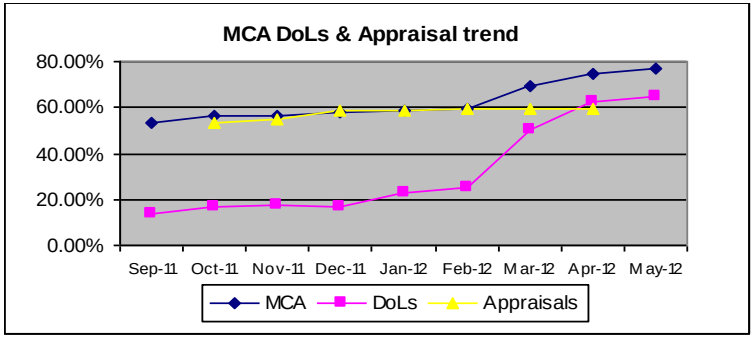
Monthly sickness is back up to 4.14% at a time when, historically, it has been below 4%. As a result, annual sickness has increased to 4.24%. The annual rate equates to 94,355 fte days lost to sickness in the year to 31 May 2012.

Monthly sickness is highest amongst Additional Clinical Services staff at 6.12%, with Estates & Ancillary staff at 5.22%. Nursing & Midwifery sickness is at 4.67% in May.

Workforce - Month 10 Division/Dept Summary

East Sussex Healthcare NHS
NHS Trust

TRUST MANDATORY TRAINING & APPRAISAL TREND						
	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12
Induction	72.41%	73.94%	74.90%	73.28%	74.22%	78.26%
Fire	60.61%	62.05%	61.42%	65.26%	65.32%	66.35%
Man Handling	61.20%	63.56%	67.14%	68.92%	68.93%	70.98%
Infection Control	67.39%	67.99%	65.58%	67.40%	67.04%	71.97%
Info Gov	65.11%	67.05%	67.79%	69.77%	72.83%	73.77%
MCA	58.21%	58.60%	59.45%	69.29%	75.03%	77.22%
DoLs	16.78%	23.16%	24.79%	50.44%	62.31%	64.75%
Appraisals (non med)	57.73%	58.87%	60.23%	59.72%	60.03%	60.56%
Appraisals (medical)	49.23%	51.34%	50.74%	48.06%	50.88%	47.04%



Mandatory training rates have all improved this month, though rates still have plenty of scope for improvement. Sufficient training capacity is available and it is important that managers book their staff onto the training

Managers have been reminded of the importance of completing appraisals, by the Chief Executive. Medical appraisal compliance has dipped this month, though this is partly due to delays in reporting..

Division/Directorate	Monthly sickness	Short term sickness <28 days	Long Term sickness >=28 days	Cumulative pay expenditure v budget (£000s)	Appraised/ exempt in last yr	Fire training	Man handling training	Induction	Infection Control training	Info Gov training	Mental Capacity Act training	Depriv of Liberties training
Planned Care	4.25%	54.11%	45.89%	£42	61.85%	67.52%	77.57%	72.87%	78.35%	72.27%	84.89%	73.15%
Urgent Care	4.97%	61.45%	38.55%	£391	57.28%	52.79%	65.67%	72.96%	58.37%	67.32%	76.76%	67.08%
Integrated Care	3.05%	65.86%	34.14%	-£237	58.49%	75.35%	72.20%	83.61%	67.46%	77.26%	70.33%	58.62%
Commercial	5.00%	58.83%	41.17%	-£94	53.80%	66.70%	61.32%	84.81%	85.34%	76.72%	66.67%	60.00%
Chief Operating Officer	6.68%	46.22%	53.78%	-£22	67.80%	55.93%	77.97%	50.00%	76.27%	52.54%	90.91%	50.00%
Strategy Dev & Assurance	4.65%	100.00%	0.00%	-£25	41.67%	66.67%	91.67%	100.00%	95.83%	87.50%	n/a	n/a
Clinical Practice	2.00%	43.94%	56.06%	£13	65.05%	44.83%	63.79%	62.50%	67.24%	62.07%	69.23%	66.67%
Finance & Performance	3.60%	31.94%	68.06%	-£11	99.10%	97.30%	97.30%	100.00%	96.40%	100.00%	n/a	n/a
Human Resources	2.76%	89.12%	10.88%	-£22	92.16%	73.15%	81.88%	87.50%	85.23%	87.25%	75.00%	9.09%
TRUST	**4.08%**	**59.62%**	**40.38%**	**£365**	**59.88%**	**62.05%**	**63.58%**	**73.94%**	**67.04%**	**72.83%**	**77.22%**	**64.75%**

Monthly sickness remains highest in Chief Operating Officer and in Commercial and Urgent Care Divisions. Infection Control training compliance is lowest in Urgent and Integrated Care and Clinical Practice. Information Governance compliance is lowest for Chief Operating Officer, Clinical Practice and Urgent Care.