

Borders NHS Board



Meeting Date: 7 March 2019

Approved by:	Carol Gillie, Director of Finance, Procurement, Estates & Facilities
Author:	Anita McCloy, Senior Finance Manager
FINANCE REPORT FOR THE TEN MONTH PERIOD TO 31ST JANUARY 2019	
Purpose of Report:	
The purpose of this report is to advise the Board of the financial position as at 31 st January 2019.	
Recommendations:	
The Board is asked to note the report and consider the current financial position.	
Approval Pathways:	
The content of the report has been reviewed by the Clinical Executive Operational Group and other departments.	
Executive Summary:	
The Board are asked to note the following key points:	
<ul style="list-style-type: none"> • At the end of January 2019 the Board is reporting an overspend position of £8.4m on revenue and break even on capital. The overspend on revenue is as a result of continuing pressures on operational budgets, slippage on some identified efficiency schemes and the financial impact of the unidentified savings gap. • The main operational pressure is in nursing budgets in set aside services in the BGH due to the impact of higher than anticipated activity levels, patient acuity/ one to one requirements and costs associated with absence cover. • NHS Borders has a contingency fund in 2018/19 of £2m of which £0.7m has been factored into the position at the end of January. • An updated financial plan was presented to the Board on the 6th September 2018 which reported NHS Borders will not achieve its financial targets in 2018/19 without additional funding in the form of brokerage which is projected at a level of £10.1m. • The financial position at the end of January remains in line with the year end forecast position of £10.1m overspent offset by agreed brokerage. 	
Impact of item/issues on:	
Strategic Context	Impact on statutory financial targets.
Patient Safety/Clinical Impact	No issues identified within the report.
Staffing/Workforce	As described in the paper.
Finance/Resources	As described in the paper.

Risk Implications	Risks are covered in the risk section of the report.
Equality and Diversity	Compliant with Board policy requirements.
Consultation	N/A
Glossary	<p>SGHSCD - Scottish Government Health and Social Care Department</p> <p>LDP - Local Delivery Plan</p> <p>IJB - Integration Joint Board</p> <p>RRL - Revenue Resource Limit</p> <p>CRL - Capital Resource Limit</p> <p>UNPACS - Unplanned Activity</p> <p>SLA - Service Level Agreement</p> <p>ECR - Extra Contractual Referrals</p> <p>OATS - Out of Area Treatments</p> <p>CCG - Clinical Commissioning Group</p> <p>ASDU - Area Sterilisation and Disinfection Unit</p> <p>MAU - Medical Assessment Unit</p> <p>MKU - Margaret Kerr Unit</p> <p>BSU - Borders Stroke Unit</p> <p>ICD - Implantable Cardioverter Defibrillator</p>

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2. Overall Income and Expenditure Summary of Operational Budgets
3. Efficiency Programme – Savings Targets
4. Overview of Capital
5. Risk

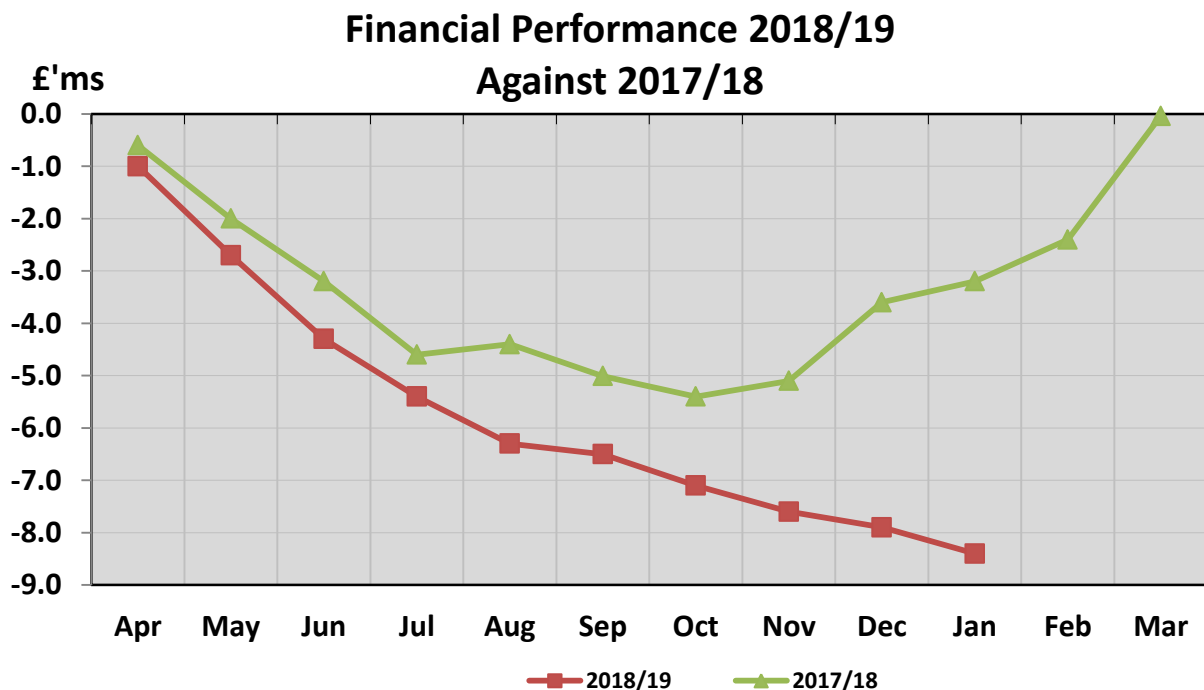
Section 1 : General Overview

	Annual Budget £m	YTD Budget £m	YTD Actual £m	YTD Variance £m
Income	253.2	210.3	210.3	0
Expenditure	253.2	203.3	211.7	(8.4)
Surplus/(Deficit) for Period	-	(7.0)	(1.4)	(8.4)
Capital Expenditure	3.5	2.3	2.3	0

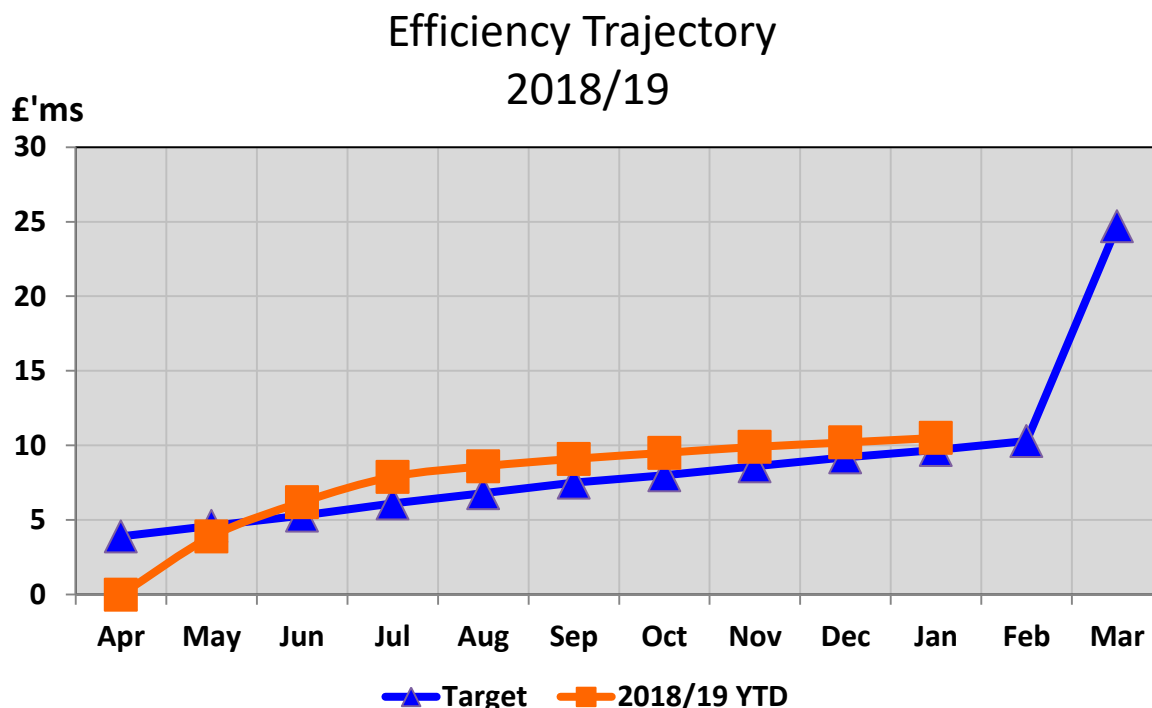
At 31st January 2019 the Board is reporting an overall position of £8.4m overspent. This position includes the impact of the unidentified savings requirement in the 2018/19 financial plan. The key operational pressures are nursing costs in the BGH and slippage on some agreed savings schemes. Total estimated capital resources for 2018/19 are £3.5m with a spend of £2.3m reported as at the end of January.

The graph below shows the revenue position month by month for 2018/19 compared with the previous financial year.

The level of overspend is higher than for the same period of last financial year and higher than anticipated in the financial plan at this point in the year.



The graph below compares efficiency progress to date compared with the trajectory submitted as part of the 2018/19 operational financial plan.



Further detail on efficiencies is provided in section 3 of this report. The operational financial plan assumed that savings of £9.7m would be delivered as at the end of January 2019. The total delivery as at the end of January is £10.5m of which £6.6m has been delivered on a recurring basis. This above trajectory position reflects the £1.9m additional efficiency schemes which have been identified since the financial plan was agreed by the Board in April.

The financial plan which the Board agreed at the start of the year was unbalanced and the level of unidentified efficiency savings remains the key issue. In addition although resources have been provided to support agreed pressures across a range of service and budget areas, nursing budgets are reporting overspent and there has been no delivery of savings linked to the ring fenced funding provided to the IJB.

Section 2 : Overall Income and Expenditure Summary

Operational Income and Expenditure Budgets

	Annual Budget £m	YTD Budget £m	YTD Actual £m	YTD Variance £m
Total Income Resources	253.2	210.3	210.3	0
Expenditure Resources				
Acute Services	60.8	50.5	50.3	0.2
Set Aside	23.7	19.6	20.8	(1.2)
IJB Directed Services	102.3	84.2	89.0	(4.9)
Corporate Directorates	29.3	23.7	25.7	(2.1)
Cost of Capital	4.7	3.9	3.9	-
External Healthcare Providers	26.1	21.7	22.0	(0.3)
Approved Funding Unallocated	12.4	4.7	-	4.7
Unidentified Savings(excl IJB) Recurring	(5.3)	(4.9)	-	(4.9)
Unidentified Savings(excl IJB) Non Recurring	(0.6)	-	-	-
Total Expenditure	253.2	203.3	211.7	(8.4)
Surplus/(Deficit) for period	0	(7.0)	(1.4)	(8.4)

Business unit expenditure is reported net of relevant income and efficiency targets.

In summary the Board is reporting breakeven on income and an overspend on expenditure budgets of £8.4m. This section of the report will review each element of the overall budget in more detail.

Income Resources

	Annual Budget £m	YTD Budget £m	YTD Actual £m	YTD Variance £m
SGHSCD Base Allocation	232.4	193.9	193.9	-
SGHSCD Anticipated Allocations	1.0	-	-	-
Family Health Services	10.2	8.5	8.5	-
External Healthcare Purchasers	4.0	3.3	3.3	-
Other Income	5.6	4.6	4.6	-
Total Income	253.2	210.3	210.3	-

The key source of income is the SGHSCD allocation of £232.4m which includes in the main baseline funding plus a 1.5% uplift on the level of recurring resources received in 2017/18, funding received for Primary Medical Services, Agenda for Change above 1% pay award costs and Access funding.

At the end of January it has been anticipated that a number of further allocations will be received from SGHSCD totalling £0.5m relating, in the main, to support for the Financial Turnaround Programme.

Expenditure Resources

Acute Services

	Annual Budget £m	YTD Budget £m	YTD Actual £m	YTD Variance £m
General Surgery	5.3	4.5	4.7	(0.2)
Orthopaedics	5.0	4.2	4.2	-
Ophthalmology	1.8	1.5	1.4	-
Theatres and Critical Care	9.5	7.9	7.9	-
Obstetrics & Gynaecology	5.7	4.8	4.8	-
Paediatrics	4.2	3.5	3.5	-
Outpatients	0.7	0.5	0.6	(0.1)
Cancer Services	4.2	3.8	3.6	0.2
Other Acute Services	5.8	4.8	4.9	(0.1)
Diagnostics	9.7	8.0	8.0	-
Pharmacy	3.4	2.8	2.8	-
Planned Care – Other	1.1	0.6	0.2	0.3
Community Nursing non IJB	3.2	2.6	2.6	-
Total	60.8	50.5	50.3	0.2

General Surgery is overspending on staff costs, due to medical vacancy cover and additional nursing staff to support boarded patients in the ward as well as to provide absence cover over 4%. Other acute services include the cost of agency locums to cover Physiological Measurement Technician vacancies, however work is underway to review demand and find a sustainable service model going forward.

Set Aside

	Annual Budget £m	YTD Budget £m	YTD Actual £m	YTD Variance £m
General Medicine	14.4	12.0	12.8	(0.8)
Medicine for the Elderly	6.5	5.4	5.6	(0.2)
Accident and Emergency	2.7	2.2	2.4	(0.2)
Total	23.7	19.6	20.8	(1.2)

The set aside budgets are the main pressure area within the BGH in particular the nursing costs (overspent £0.6m YTD). The additional surge beds in MAU and MKU/BSU have been open for most of the financial year as a result of the level of delayed discharges occupied bed days within the system, with funding only provided for the winter months. In addition in MAU there are a number of vacancies (approximately 9 WTE) which are partially being covered by high cost agency staff. Following a successful recruitment event, plans are in place to address this mid way through 2019/20.

IJB Directed Services

	Annual Budget £m	YTD Budget £m	YTD Actual £m	YTD Variance £m
Mental Health	14.2	11.7	11.9	(0.2)
Learning Disability	0.9	0.7	0.7	-
Allied Health Professionals	6.3	5.1	5.1	-
PACs	38.8	31.1	31.0	-
Primary Care Prescribing	22.8	19.0	19.3	(0.3)
Family Health Services	10.2	9.1	9.1	-
External Providers	5.7	4.8	5.2	(0.5)
Social Care Fund	6.8	6.8	6.8	-
Integrated Care Fund	1.5	-	-	-
Unidentified Savings	(4.8)	(4.0)	-	(4.0)
Total	102.3	84.2	89.0	(4.9)

IJB directed services are reporting £4.9m overspent at the end of January 2019. The reported position is mainly due to non achievement of savings targets as there remains £4.8m of savings (£4.0m YTD) with no identified plans. The IJB Senior Leadership Group continue to consider an action plan to address this situation. The overspend generated in Primary Care Prescribing budgets is due to in year slippage in the achievement of savings however it is anticipated that the identified savings plans will be delivered in full on a recurring basis. Within Mental Health services the use of medical agency staff to cover maternity leave has resulted in the £0.2m overspend reported. Agreement by the ECR panel to high cost packages of care for Learning Disability clients has resulted in the overspend reported on External Providers. The service has been asked to consider alternative ways of providing appropriate care going forward.

Corporate Directorates

	Annual Budget £m	YTD Budget £m	YTD Actual £m	YTD Variance £m
Director of Nursing	2.0	1.6	1.5	0.1
Executive Services	1.7	1.3	1.2	0.1
Director of Finance	2.7	2.2	2.2	-
Medical Director	0.7	0.5	0.5	-
Planning & Performance	6.2	3.7	4.0	(0.3)
Public Health	1.8	1.6	1.5	0.1
Workforce	1.4	1.1	1.2	(0.1)
Estates and Facilities	15.1	12.6	12.8	(0.2)
Other	0.8	0.8	0.8	-
Central Savings Schemes	(3.1)	(1.8)	-	(1.8)
Total	29.3	23.7	25.7	(2.1)

The position under Performance and Planning is generated by unmet savings targets in IM&T and higher than budgeted costs incurred for medical records due to the current record retrieval process. Within the Workforce Directorate the delay to implementation of the NHSS Workforce system (eESS) and the unmet savings target are the factors

contributing to the overspend reported to date (£0.1m). Estates and Facilities are generating an overspend due to unmet savings and cost pressures linked to residencies cost and associated income recovery. The relevant Directors have been asked to consider how these pressures will be addressed before the start of the new financial year.

The reported central savings schemes under recovery of £1.8m is 10/12th of the anticipated savings target (£2.1m) from the provision of ring fenced funding to the IJB. The projects funded by this ring fenced allocation are expected to collectively contribute a level of savings against the cost of health services equivalent to the level of funding provided. To date none have been identified.

External Healthcare Purchasers

	Annual Budget £m	YTD Budget £m	YTD Actual £m	YTD Variance £m
SLA – Lothian	20.0	16.7	16.8	(0.1)
SLA – Northumberland	0.8	0.7	0.6	0.1
SLA – NHSS	0.4	0.3	0.2	0.1
OATs	0.2	0.2	0.2	(0.1)
Private ECRs	1.1	0.9	0.9	-
Scottish UNPACs	3.4	2.9	3.3	(0.3)
Grants	0.2	0.1	0.1	-
Total	26.1	21.7	22.0	(0.3)

External healthcare providers are reporting an overspend due to an increased level of unplanned activity (UNPACS) with NHS Glasgow and Lothian particularly a higher than anticipated number of high cost treatments such as stem cells and ICD's. The 2018/19 final NHS Lothian SLA information has been received and demonstrates a significant increase in the tariffs for a number of services. This has been challenged and a meeting to discuss the situation in detail is being arranged.

Approved Funding Unallocated

Total approved funding of £12.4m is reported as unallocated at the end of January 2019. This includes funding which has been set aside in the annual operational plan for specific purposes or is anticipated income from SGHSCD, for example to support the delivery of waiting times (£1.9m), new medicines (£0.5m) and planned funding for the Drug and Alcohol programme (£0.5m). This heading also includes the Board's £2m contingency fund. Approved unallocated funding is transferred to operational budgets in line with spending plans. As part of the routine monthly update of unallocated funding a total of £4.7m uncommitted funding relating to slippage in planned investments has been phased to the year to date position.

Unidentified Savings (excluding IJB)

In line with the Scheme of Integration IJB savings requirements including unidentified savings is reported within IJB directed services. For all other areas of the organisation unidentified savings are reported within this heading.

Year End Forecast

NHS Borders is committed to maintaining financial balance through integrated and focused working as well as seeking out efficiencies. This is becoming increasingly challenging given the economic environment and the high level of efficiencies to be achieved whilst sustaining the range of services currently provided, ensuring accessible healthcare across remote and rural areas, managing increased demand generated through population growth and public expectations and delivering HEAT trajectories. Although financial balance is a requirement the board will not compromise patient safety in order to achieve its financial targets.

Based on information available at the end of January the Board remains on course to require brokerage of £10.1m in 2018/19 to deliver its financial targets.

Section 3 : Efficiency Programme - Savings Targets

	Savings Requirement	Identified Savings	Agreed Saving Schemes	Agreed Saving Schemes YTD	Agreed Projects RAG Status
	£m	£m	£m	£m	
Acute Services	5.3	2.2	2.2	2.0	G
Set Aside	4.9	0.1	0.1	0.1	G
IJB Directed Services	6.0	2.3	2.3	2.0	A
Other	8.6	10.9	6.7	6.4	G
Total	24.8	15.5	11.3	10.5	

RAG definition:

- Red - no plans yet agreed/ issues with deliverability
- Amber - some plans agreed/potential issues with deliverability
- Green - full plans agreed/no issues with deliverability

The level of efficiency savings required to be delivered in 2018/19 was highlighted at £24.8m in April 2018. This was a substantial and challenging target and included the following components:

- The carry forward from 2017/18 of recurring unmet efficiency levels totalling £8.8m (Acute £1.7m, Set Aside £0.5m, IJB Delegated £3.4m and Other £3.2m).
- The shortfall between the cost pressures identified in 2018/19 and the level of uplift provided which totals £8.9m.
- Operational pressures of £7.1m.

Further work completed since April 2018 has identified additional efficiency savings which have increased the level of identified savings to be delivered this financial year from £11.6m to £15.5m.

Good progress continues to be made on agreed savings schemes for 2018/19 however there has been slippage in a number of areas particularly within the IJB directed services, performance and planning and the impact of the £2.1m of resources that have been provided to the IJB.

There remains an imbalance between recurring and non recurring efficiencies. Plans are in place in 2018/19 for efficiency savings of £15.5m of which £6.7m is anticipated to be delivered on a recurring basis. Achievement of savings as at the end of January is £10.5m of which £6.6m is recurring.

The financial plan presented to the Board in September forecast the Board will end the financial year with a recurring deficit of £13.8m which will be carried forward into 2019/20. It is imperative the Board continues to focus on the delivery of recurring efficiencies to ensure longer term financial sustainability.

Section 4 : Overview of Capital

Source of Funds

	£m
Opening Capital Resource Limit (CRL)	2.37
Clinical Strategy	0.80
Transfer of Capital resource to support Revenue position	(1.00)
Agreed slippage brought forward - Fluoroscopy Equipment	0.35
Additional resource - Elective capacity/decant/winter facility	0.75
Additional resource - MRI scanner	1.00
SG eHealth Division IM&T Investment	0.55
Total Capital Resource Plan	4.82

NHS Borders formula capital allocation (CRL) for 2018/19 is £2.4m. The opening CRL has been supplemented by additional funding of £0.75m secured to support winter capacity across the health system. The table above includes the impact of agreed slippage from schemes in previous years and the capital to revenue transfers to support the Board's revenue position. In line with timelines for delivery of the Primary Care Premises projects at Earlston, West Linton and Melrose Health Centres, Scottish Government have agreed to slip the approved funding totalling £0.99m to 2019/20. Confirmation has recently been received from Scottish Government that additional funding has been agreed to support further IM&T investment linked to Windows 10 infrastructure (£0.55m) and for an MRI Scanner (£1m). The Board's next allocation letter will be updated with these recent funding allocations.

Capital Expenditure

	Actual to Date £m	Plan £m
Borders Campus Development	0.07	0.10
ASDU Reverse osmosis plant	-	0.11
Mental Health Risk mitigation East Brig	0.02	0.02
Primary Care Premises (West Linton, Earlston & Melrose)	0.05	0.05
IM&T Road to Digital – core capital	0.30	0.60
IM&T Road to Digital – Windows 10	-	0.55
Rolling Programmes:		
Estates & State of the Estate backlog	0.41	0.55
Medical Equipment	0.74	0.94
Radiology Replacement Programme	0.50	0.66
MRI Scanner	-	1.00
Project Management & Feasibility	0.19	0.24
Total	2.28	4.82

The areas of capital spend to date relate to the following:

- The final aspects of the risk mitigation works at East Brig.
- Preparatory work in the Primary Care Premises programme for West Linton and Earlston.
- Implementation of the IM&T Road to Digital programme phase 1.
- Rolling Programmes – delivery of elements of the prioritised programme.
- Radiology Equipment accommodation works to house fluoroscopy equipment purchase.
- Prioritised medical equipment including the replacement of all Anaesthetic Machines and ED trolleys, Resuscitation machines and Incubators within SCBU and an osmosis water plant in ASDU.
- The costs associated with the Capital Planning Project Management Team.

In the final months of the year focus is being given to the remaining spend plans for the Estates and the Road to Digital programmes and prioritised medical equipment.

During February NHS Borders has received confirmation that it will receive additional funding for a MRI scanner (£1m) linked to slippage on the national capital programme. This will be procured and purchased by the end of the financial year and installed in 2019/20.

Section 5 : Risk

This section highlights to the Board the key risks currently facing the organisation in achieving its financial targets.

The Board does not have a balanced financial plan and based on current information will not deliver its financial targets in 2018/19 without additional resources in the form of brokerage.

The key issue facing the organisation is the unidentified efficiency gap. The Board needs to focus on agreeing and delivering efficiency savings to address the financial challenge it is facing recurrently.

Services have confirmed the level of savings that will be delivered this financial year and budgets are being adjusted accordingly. There has been slippage on anticipated delivery in a number of areas and it is critical these savings are achieved. In the case of the ring fenced funding provided to the IJB the Board needs to consider the impact the funding has had.

Nursing costs have been higher than anticipated. A trajectory on nursing costs for the remainder of the year and an action plan to address the current pressure has been provided and it is imperative that this is delivered.

Due to the time delay in information available there remains a risk associated with drugs costs particularly primary care prescribing.

Due to the unpredictability of external health providers expenditure, particularly around UNPAC's, OATS and ECR's this continues to be a risk area for NHS Borders. The recent SLA information from NHS Lothian is also an area of concern and a meeting is being arranged to discuss the situation. The Commissioning Team will continue to monitor the situation and highlight any potential risks.

The level of capital resources available to the Board in 2018/19 needs to be finalised and spend plans for each scheme agreed to ensure the Capital Resource Level is delivered in 2018/19.

The SGHSCD has agreed to underpin the Boards financial position in 2018/19 with a level of brokerage estimated at £10.1m.