

**WEST LEICESTERSHIRE CLINICAL COMMISSIONING GROUP
BOARD MEETING**

8th January 2019

Title of the report:	Finance Report
Section:	Managing Our Finances
Report by:	Gill Killbery, Deputy Chief Finance Officer
Presented by:	Spencer Gay, Chief Finance Officer

Report supports the following West Leicestershire CCG's goal(s):

Improve health outcomes		Improve the quality of health-care services	
Use our resources wisely	✓		

Equality Act 2010 – positive general duties:

1. The CCG is committed to fulfil its obligations under the Equality Act 2010, and to ensure services commissioned by the CCG are non-discriminatory on the grounds of any protected characteristics.
2. The CCG will work with providers, service users and communities of interest to ensure any issues relating to equality of service within this report are identified and addressed.

Additional Paper details:

Please state relevant Constitution provision	Section 5.3.1(b) – General financial duties Section 6.6.1(f) – Governing body functions: monitoring performance against plans
Please state relevant Scheme of Reservation and Delegation provision (SORD)	N/A
Please state relevant Financial Scheme of Delegation provision	N/A
Please state reason why this paper is being presented to the WLCCG Board	To keep the Board apprised of the CCG's financial position
Discussed by	WLCCG Finance Team
Alignment with other strategies	Operational Plan 2017/19
Environmental Implications	No
Has this paper been discussed with members of the public and other stakeholders? If so, please provide details	No

EXECUTIVE SUMMARY:

1. Month eight year-end forecast financial position has been reported as breakeven.
2. Significant variances are apparent in independent sector elective services and prescribing, while continuing health care continues to underspend. All available reserves have been released to balance the year end position.
3. Established QIPP workbooks are indicating a shortfall in delivery of £1.47m. This is reflected in the year end position.
4. Risks remaining relating to specialised services, increasing acute activity, QIPP delivery and prescribing.
5. Activity data received for month 7 shows a slight down ward trend in first outpatients and non-elective activity. The trend relating to A&E activity remains on an upward trajectory.

RECOMMENDATION:

The West Leicestershire Clinical Commissioning Group is requested to:

NOTE the contents of this report.

WEST LEICESTERSHIRE CLINICAL COMMISSIONING GROUP

BOARD MEETING

8th January 2019

Finance Report

INTRODUCTION

1. This report provides an overview of the CCG's financial position as at Month 8 of the year ending 31st March 2019.
2. In addition, the report highlights the key financial risks which could materialise for the CCG in the remainder of the year.

No.	Matter	References
	<i>Financial Performance</i>	
1.	<u>Year to Date Position:</u> <p>The year to date position has been declared as an overspend of £0.9m. Variances have worsened against NHS acute services and primary care. Contingency reserves along and other mitigations (some of which are non recurrent), have been utilised to reduce the overall in year position down to the declared overspend.</p> <p>A&E activity is significantly higher than planned along with elective inpatients and first outpatients.</p> <p>Prescribing costs relating to 'No Cheaper Stock Obtainable' (NSCO) issues continue, with the year to date position showing £1m unplanned spend.</p> <p>Continuing Health care costs are currently lower than anticipated. An underspend is being seen of £0.7m after delivery of planned QIPP. Significant work has been done, and continues to be done further work is expected between now and the end of the year which it is anticipated will improve the position further.</p>	
1.	<u>Full-Year Outturn</u> <p>The CCG is currently forecasting a breakeven position.</p> <p>The majority of contract challenges assumed within the position have now been finalised significantly reducing the risk in this area.</p> <p>The position makes a number of assumptions:</p> <p>Future delivery of QIPP - schemes which either have yet to start or are expected to significantly ramp up in the last quarter of the year (£0.6m).</p> <p>Resolution of old year invoices – there are a number of invoices relating to CHC and specialised services which the position assumes will be resolved in our favour.</p> <p>Non recurrent mitigations including risk pooling and balance sheet flexibility have been utilised along with the planned contingency, to deliver the breakeven position.</p>	See Appendix 1

2.	<p><u>Better Payment Practice Code (BPPC)</u></p> <p>The CCG is meeting its BPPC target for NHS and Non NHS suppliers both in month and for the year to date.</p>	
3.	<p><u>Cash Management</u></p> <p>In the first eight months of the year, the CCG received £296.5m funding from the Department of Health and an additional £5m from other sources. The majority of this cash has been spent, leaving a balance of £0.326m in the bank at the end of the period.</p> <p>This is well inside the recommended maximum of £0.425m (being 1.25% of the amount drawn down at the beginning of the month).</p>	
	<p><u>QIPP</u></p>	
4.	<p><u>QIPP performance</u></p> <p>£19m QIPP has been assumed deliverable within the financial position. This includes £1m rag rated Red or amber by the PMO team.</p>	<p>See Appendix 2</p>
	<p><u>Activity</u></p>	
5.	<p><u>Activity Performance</u></p> <p>The largest area of variance from plan is A&E attendances. These are significantly above plan (9.5%) and on an increasing trajectory. First outpatient attendances are also above plan by 2.5% (8% up on last year), which may flow through to elective activity and follow ups.</p>	<p>See Appendix 3</p>
	<p><u>Risk</u></p>	
5.	<ol style="list-style-type: none"> 1. Risks to financial delivery are being highlighted in all areas of the CCG's financial responsibility: 2. Risks arising from Year end assumptions: <p>Year-end accounts are completed prior to all information regarding activity, prescribing costs and dispute resolutions being received by the CCG. Due to this mismatch in timing, assumptions are made for the sake of year end accounts which then crystallise in the new year. One particular challenge regarding specialised services remains unresolved; this has been subject to mediation but has now been referred to Region for review.</p> 3. Risk arising from Non delivery of QIPP schemes <p>QIPP schemes are being monitored via the LLR PMO. The current forecast position assumes the majority of SRO anticipated QIPP will materialise. A further £0.6m risk remains.</p> 4. Risk arising from increased payable activity: <p>Non elective activity during the winter period usually increases putting pressure on delivery of elective services. The general trend increases have been included within the forecast however, weather patterns can impact significantly on A&E attendances and admissions and therefore there remains a financial risk to</p> 	

	<p>the CCG.</p> <p>5. Risk arising from national changes to prescribing costs:</p> <p>NCSO costs have continued in year. Plans were set (as per national guidance) on the assumption that NCSO costs would not occur in 18/19. Additionally NHS England has announced the removal of the Category M price deflator that it imposed in August 2017. The current financial position assumes this cost pressure will be offset by an equal reduction in NCSO applications and therefore has not been separately forecasted. (Risk of approximately £0.330m)</p> <p>6. The overall level of risk to achieving financial balance has currently been assessed as £2.7m.</p>	
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CONCLUSION:

The position presented is one of overspend year to date with a breakeven forecast.

All contingencies have been utilised to cover the pressure materialising across prescribing and acute activity this has then been supplemented with non-recurrent mitigations.

The main risks to financial balance are currently related to prescribing, acute activity and QIPP delivery.

A&E attendances are on an upward trend. If this continues further pressure will be seen within the acute costs.

RECOMMENDATION:

The West Leicestershire Clinical Commissioning Group is requested to:

NOTE the contents of this report

Summary Financial Position Month 8 2018/19

	Annual Budget	Year to Date			Forecast Outturn			
		Budget	Spend	Variance	Annual spend	Recurrent Variance	Non Recurrent Variance	Total Variance
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Programme Costs								
Secondary Care Commissioning:								
Acute NHS	224,301	151,474	151,849	375	224,610	367	(58)	309
Acute Non-NHS	7,794	5,236	6,328	1,092	9,506	1,712	-	1,712
Urgent Care Contracts	10,251	7,034	7,496	462	10,646	395	-	395
Total Acute Care (See Appendix 2)	242,346	163,744	165,673	1,930	244,762	2,473	(58)	2,415
Non Acute Contracts	60,463	40,308	41,286	978	61,086	624	-	624
Non Acute Programmes	33,500	22,333	22,177	(156)	33,122	(378)	-	(378)
Continuing Care	33,564	22,376	21,717	(658)	31,939	(1,625)	-	(1,625)
Total Non Acute Care (See Appendix 2)	127,526	85,018	85,180	163	126,147	(1,380)	-	(1,380)
Co-Commissioning	47,562	31,791	32,267	475	48,553	990	-	990
CCG-Led Primary Care	58,003	38,406	41,066	2,661	62,109	4,106	-	4,106
Total Primary Care (See Appendix 3)	105,566	70,197	73,333	3,136	110,661	5,096	-	5,096
Reserves	7,364	6,079	345	(5,734)	(355)	-	(7,720)	(7,720)
17/18 Under/Over Accruals	-	-	1,274	1,274	1,274	-	1,274	1,274
Total Reserves (See Appendix 4)	7,364	6,079	1,619	(4,460)	919	-	(6,446)	(6,446)
Programme Infrastructure								
Hosted Recharges	291	194	193	(1)	290	(2)	-	(2)
Other Non pay	174	116	79	(38)	117	(57)	-	(57)
Total Other Programme Costss (See Appendix 5)	465	310	272	(39)	407	(59)	-	(59)
Total Programme Costs	483,267	325,348	326,078	730	482,895	6,131	(6,504)	(373)
InInfrastructure Running Costs								
CCG Teams	5,757	3,837	3,753	(84)	5,911	154	-	154
Hosted Teams	1,220	813	1,059	246	1,439	219	-	219
Total Running Costs (See Appendix 6)	6,977	4,650	4,813	162	7,350	373	-	373
Total	490,244	329,998	330,890	893	490,245	6,504	(6,504)	0

Variance Against Plan

894

0

Appendix 2 Full WL CCG QIPP Dashboard

Scheme no. for LLR Summary Report	Scheme Name	Deliverables	Milestones	Total Risks	Issues	Overall PMO RAG ratings	Grouping / Function	Values		Sum of Low Finance Confidence	Sum of Medium Finance Confidence	Sum of High Finance Confidence
								Annual Plan	Sum of Revised FOT			
1	Ambulatory Care	Purple	Purple	Purple	Purple	Purple	Integrated Teams workstream	0	0	0	0	0
2	Demand Management HUB: MSK, Dermatology (RSS)	Amber	Green	Amber	Green	Amber	Planned Care Workstream	0	(12)	0	(2)	(10)
4	Orthotics Procurement(Blatchfords)	Blue	Blue	Blue	Blue	Blue	Community	(75)	(154)	0	0	(154)
5	Pathway 3 Control/Risk Share	Green	Green	Green	Green	Green	Urgent Care Workstream	(300)	(353)	0	0	(353)
12	Removal of double payment to LPT for UHL discharge co-ordinators (Primary Care)	Purple	Purple	Purple	Purple	Purple	Community	(140)	0	0	0	0
13	Block Contracts at UHL	Blue	Blue	Blue	Blue	Blue	Contracting	(98)	(173)	0	0	(173)
15	UHL Contract Price negotiation - CAU	Blue	Blue	Blue	Blue	Blue	Contracting	(88)	(156)	0	0	(156)
16	UHL Contract Price Negotiation - CDU	Purple	Purple	Purple	Purple	Purple	Contracting	(295)	0	0	0	0
17	UHL Contract Price Negotiation - RDA's	Purple	Purple	Purple	Purple	Purple	Contracting	(147)	0	0	0	0
24	NCA's tighter controls	Amber	Green	Green	Green	Amber	Contracting	0	0	0	0	0
27	Night Nursing contract negotiation - DHU	Blue	Blue	Blue	Blue	Blue	Urgent Care Workstream	(83)	(34)	0	0	(34)
29	DHU - all services/contracting redesign	Green	Green	Green	Green	Green	Urgent Care Workstream	0	(28)	(28)	0	0
31	LD Pool -improved case management	Green	Green	Green	Green	Green	Mental Health/LD	(718)	(600)	0	0	(600)
32	Reduce corporate clinical input	Green	Green	Green	Green	Green	Corporate	(200)	(148)	0	0	(148)
34	Review and redesign in ICS/IP Beds/District Nursing	Purple	Purple	Purple	Purple	Purple	CommunityServices Redesign	(349)	0	0	0	0
35	EMAS - Negotiation of 18/19 contract	Blue	Blue	Blue	Blue	Blue	Contracting	(269)	(108)	0	0	(108)
36	LD Short breaks consolidation	Purple	Purple	Purple	Purple	Purple	Mental Health/LD	(87)	0	0	0	0
37	LPT CQUIN expectation	Amber	Amber	Amber	Amber	Green	Contracting	(189)	(325)	0	0	(325)
38	Stroke Rehab Bed Numbers Reduction Following redesign and investment	Blue	Blue	Blue	Blue	Blue	Community	(108)	(108)	0	0	(108)
40	Potential realignment of Community Hospital Beds across sites	Purple	Purple	Purple	Purple	Purple	CommunityServices Redesign	(105)	0	0	0	0
43	Vol Sector - Review VFM and service need	Green	Green	Green	Amber	Amber	Community	(580)	(12)	0	0	(12)
44	Derbyshire Healthcare non acute SLA negotiation	Red	Red	Red	Red	Red	Contracting	(156)	0	0	0	0
47	Joint Funding University of Leicester	Red	Red	Red	Red	Red	Finance	(24)	(24)	(24)	0	0
49	Office Accommodation savings	Purple	Purple	Purple	Purple	Purple	Corporate	0	0	0	0	0
50	In House Legal expertise	Green	Green	Amber	Green	Amber	Corporate	(60)	0	0	0	0
57	Readmissions reduction	Purple	Purple	Purple	Purple	Purple	Urgent Care Workstream	0	0	0	0	0
58	BCT Partnership office maintain spend in line with 17/18 outturn	Green	Green	Green	Green	Green	Corporate	(146)	(146)	0	0	(146)
59	Anticoag at UHL - moved into community	Green	Green	Green	Green	Green	Community	(206)	(189)	0	0	(189)
63	Prior approvals (IFR's) tighter controls	Purple	Purple	Purple	Purple	Purple	Contracting	(147)	0	0	0	0
71	GPAU, Urgent Care flow and pathways - admissions impact	Red	Red	Red	Red	Red	Urgent Care Workstream	0	0	0	0	0
74	Biologics Support Service (UHL)	Amber	Amber	Amber	Amber	Green	Medicine Management	0	0	0	0	0
81	Review of IAPT	Amber	Amber	Amber	Amber	Green	Mental Health/LD	0	(597)	0	0	(597)
11 WL	Review/Reduce expenditure on agency staff	Green	Green	Green	Green	Green	Corporate	(477)	(477)	0	0	(477)
18 WL	PRIMARY CARE - Federation QIPP scheme impact on acute demand	Amber	Amber	Amber	Red	Red	Primary Care	(1,300)	(868)	0	0	(868)
21 WL	PRIMARY CARE - CBS investments reviewed	Red	Red	Red	Red	Red	Primary Care	(500)	(30)	(30)	0	0
25 WL	Review all LA Charges that come to the CCG outside of BCF	Green	Green	Green	Green	Amber	Finance	0	(336)	0	(8)	(328)
26 WL	MPC controls	Green	Green	Red	Green	Amber	Finance	(17)	(14)	0	(14)	0
51 WL	Primary Care Global Sum	Purple	Purple	Purple	Purple	Purple	Primary Care	0	0	0	0	0
52 WL	Primary Care Dispensing	Purple	Purple	Purple	Purple	Purple	Primary Care	0	0	0	0	0
54 WL	Estate Consolidation in Primary Care	Purple	Purple	Purple	Purple	Purple	Primary Care	0	0	0	0	0
55 WL	GPIT	Blue	Blue	Blue	Blue	Blue	Primary Care	(66)	(66)	0	0	(66)
56 WL	GP Staff Training cessation (East hosted)	Green	Green	Amber	Amber	Red	Primary Care	(70)	0	0	0	0
62 WL	Prescribing Stretch to £1m	Amber	Amber	Red	Red	Red	Medicine Management	(1,000)	(423)	(300)	(123)	0
8 WL	Plan assumptions/Budget Reviews	Green	Green	Green	Green	Green	Finance	0	(1,372)	0	0	(1,372)
A10	Audiology	Purple	Purple	Purple	Purple	Purple	Planned Care Workstream	(48)	0	0	0	0
A11	MSK Physiotherapy	Green	Green	Amber	Green	Green	Planned Care Workstream	(292)	(245)	0	0	(245)
A12	Physio	Amber	Amber	Red	Green	Amber	Planned Care Workstream	(32)	0	0	0	0
A13	Diagnostics - Imaging	Amber	Amber	Red	Amber	Green	Planned Care Workstream	(236)	(116)	0	0	(116)
A14	Diagnostics - Non Imaging	Amber	Amber	Red	Amber	Amber	Planned Care Workstream	(4)	(4)	0	0	(4)
A15	ED Front Door Model 1	Amber	Amber	Amber	Amber	Amber	Urgent Care Workstream	(46)	(18)	0	(6)	(11)
A16	ED Front Door Model 2	Amber	Amber	Amber	Amber	Amber	Urgent Care Workstream	(10)	(4)	0	(1)	(2)

Appendix 2 Full WL CCG QIPP Dashboard

								Values				
A17	Increase & Improve Ambulatory Pathways 1	Amber	Amber	Amber	Amber	Amber	Urgent Care Workstream	(59)	(23)	0	(8)	(15)
A18	Increase & Improve Ambulatory Pathways 2	Amber	Amber	Amber	Amber	Green	Urgent Care Workstream	(141)	(244)	0	(32)	(213)
A19	Increase & Improve Ambulatory Pathways 3	Amber	Amber	Green	Green	Green	Urgent Care Workstream	(27)	(29)	0	(4)	(25)
A2	Respiratory	Red	Red	Red	Red	Red	Integrated Teams workstream	(53)	(1)	(1)	0	0
A20	Improved Clinical Triage	Amber	Amber	Amber	Amber	Amber	Urgent Care Workstream	(5)	(2)	0	(1)	(1)
A21	Expansion of Clinical Navigation Hub	Amber	Amber	Amber	Amber	Amber	Urgent Care Workstream	(60)	(23)	0	(8)	(15)
A22	Tighten Eligibility for NEPTS	Amber	Amber	Amber	Amber	Amber	Urgent Care Workstream	(152)	(30)	0	(6)	(24)
A23	Urgent Diagnostic Pathways	Red	Amber	Amber	Amber	Amber	Urgent Care Workstream	(21)	0	0	0	0
A24	Increase Support for EMAS to reduce conveyances	Amber	Amber	Amber	Amber	Amber	Urgent Care Workstream	(14)	(5)	0	(2)	(3)
A25	Discharge Pathways	Red	Red	Red	Red	Red	Urgent Care Workstream	(83)	0	0	0	0
A26	Frailty	Amber	Amber	Amber	Amber	Amber	Urgent Care Workstream	(64)	(25)	0	(9)	(16)
A27	Passporting	Amber	Amber	Amber	Amber	Amber	Urgent Care Workstream	(21)	(8)	0	(3)	(5)
A28 WL	Medicines Optimisation (CCG)	Green	Green	Green	Green	Green	Medicine Management	(2,000)	(2,000)	0	0	(2,000)
A3	Falls	Amber	Amber	Amber	Amber	Amber	Integrated Teams workstream	(76)	(92)	0	(92)	0
A31	Biosimilar Switches	Green	Green	Amber	Amber	Green	Medicine Management	(394)	(430)	0	0	(430)
A32	Patent Expiry Humira®	Green	Green	Amber	Amber	Green	Medicine Management	(185)	(185)	0	0	(185)
A33 WL	Move to VAT Free Route (TMP)- Tolvaptan	Green	Green	Amber	Amber	Green	Medicine Management	(20)	(2)	0	0	(2)
A35	Section 117 and AHP	Green	Green	Green	Green	Green	Mental Health/LD	(111)	(563)	0	0	(563)
A36	MH OOA Placements - additional provision in LPT	Green	Green	Amber	Amber	Amber	Mental Health/LD	(131)	(193)	0	(193)	0
A37	LD short breaks - other reviews	Amber	Amber	Amber	Amber	Red	Mental Health/LD	0	0	0	0	0
A38	Community Health Services Various schemes	Purple	Purple	Purple	Purple	Purple	Community	(383)	0	0	0	0
A39	Community Equipment Scheme (returned equipment)	Amber	Amber	Amber	Amber	Green	Community	(75)	(92)	0	0	(92)
A4	EoL - CHC Deflected Patients	Red	Red	Red	Red	Red	Integrated Teams workstream	(460)	91	36	0	55
A40 WL	CCG Efficiencies (incl Execs)	Red	Red	Red	Red	Red	Corporate	(507)	0	0	0	0
A41	CHC	Green	Green	Green	Green	Green	CHC	(1,826)	(2,922)	0	0	(2,922)
A42	CHC Stretch	Red	Amber	Amber	Amber	Green	CHC	(650)	(170)	0	0	(170)
A43 WL	BCF Slippage/contingency/savings plan	Green	Green	Amber	Amber	Green	Finance	(1,000)	(1,000)	0	0	(1,000)
A44	Integrated urgent care - Primary care	Green	Green	Green	Green	Green	Primary Care	(600)	(600)	0	0	(600)
A5	EoL Reduction in Emergency Admissions	Red	Red	Red	Red	Red	Integrated Teams workstream	(59)	0	0	0	0
A6	Demand Savings: New Appointments	Green	Green	Green	Green	Green	Planned Care Workstream	(293)	(178)	0	0	(178)
A7	Demand Savings: Follow Up Appointments	Green	Green	Green	Green	Green	Planned Care Workstream	(150)	(112)	0	0	(112)
A8	Demand Savings: Low Value Treatments	Green	Green	Green	Green	Green	Planned Care Workstream	(65)	(46)	0	0	(46)
A9	Pathway Redesign	Green	Green	Green	Green	Green	Planned Care Workstream	(535)	(138)	0	0	(138)
New 1 WL	Procurement price reduction Inflectra	Green	Green	Green	Red	Green	Medicine Management	0	(62)	0	0	(62)
NEW A	PCL Utilisation	Green	Green	Amber	Green	Amber	Planned Care Workstream	0	(11)	0	(11)	0
NEW B	Pathology - Target Tests	Green	Green	Green	Green	Green	Planned Care Workstream	0	(33)	0	0	(33)
NEW C	Alliance at Reduced Tariff	Green	Green	Amber	Green	Amber	Planned Care Workstream	0	(19)	0	(19)	0
NEW D	Avastin	Green	Green	Amber	Green	Amber	Planned Care Workstream	0	(18)	(18)	0	0
NEW E	UHL CQUIN Delivery	Green	Green	Amber	Green	Amber	Contracting	0	(180)	0	(27)	(153)
NEW F	LPT Contract review including MH parity over investment	Red	Red	Red	Red	Red	Mental Health/LD	0	(50)	(50)	0	0
NEW G WL	Budget Review	Green	Green	Green	Green	Green	Finance	0	(2,380)	0	0	(2,380)
NEW H	High Volume Service Users (EMAS/A&E)	Red	Red	Red	Red	Red	Urgent Care Workstream	0	0	0	0	0
NEW I	Telehealth - Dedicated line for Care/Nursing/Residential Homes	Amber	Amber	Amber	Amber	Amber	Urgent Care Workstream	0	0	0	0	0
NEW J	Audit of Readmission Rates	Red	Red	Red	Red	Red	Urgent Care Workstream	0	0	0	0	0
NEW K	Reduction of EMAS conveyancing activity/Transfer o activity to UCCs	Red	Red	Red	Red	Red	Urgent Care Workstream	0	0	0	0	0
NEW L	Reduction of isolation and unnecessary hospital activity. Frailty & Isolation - BCF an	Red	Red	Red	Red	Red	Urgent Care Workstream	0	0	0	0	0
NEW M WL	CFO Prescribing Stretch	Red	Red	Red	Red	Red	Medicine Management	0	0	0	0	0
NEW N WL	GPIT review: utilisation of contract efficiencies	Red	Red	Red	Red	Red	Finance	0	(25)	(25)	0	0
NEW O WL	Assista	Green	Green	Green	Green	Green	Contracting	0	(15)	0	0	(15)
Grand Total								(20,498)	(19,029)	(440)	(571)	(18,018)

	Scheme Status	Priority	Financial Confidence
Red	Open	High Risk	Low
Amber	Open	Medium Risk	Medium
Green	Open	Low Risk	High
Grey	Closed	N/A	N/A
Blue	Completed	N/A	N/A
Purple	Deferred to 19/20	N/A	N/A

Activity

Elective Daycases (EM10a)

		THIS YEAR																
		1	2	3	4	5	6	7	8	9	10	11	12	YTD @ M5	Change Atts (Vs Plan and 17/18)	% Change		
Metric	Source	Currency	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Totals			
18/19 Plan	From Unify Sub Atts		3,588	3,828	4,046	3,820	3,838	3,828	3,901	4,245	3,573	4,001	3,729	3,939	46,336	26,849		
Actual/Forecast	CCG Input	Atts	3,396	3,679	3,597	3,539	3,668	3,410	3,921						25,210	25,210	(1,639)	-8.6%
17/18 Actual (CCG)	From CCG Rtms	Atts	3,166	3,690	3,763	3,519	3,673	3,469	3,721	3,955	3,176	3,678	3,436	3,590	42,836	25,001	209	1.2%
Plan vs actual variance			(192)	(149)	(449)	(281)	(170)	(418)	20						(1,639)			

Elective Ordinary Admissions (EM10b)

		THIS YEAR																
		1	2	3	4	5	6	7	8	9	10	11	12	YTD @ M5	Change Atts (Vs Plan and 17/18)	% Change		
Metric	Source	Currency	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Totals			
18/19 Plan	From Unify Sub Atts		530	565	552	517	548	590	586	610	524	421	455	611	6,509	3,888		
Actual/Forecast	CCG Input	Atts	439	560	575	596	607	561	563						3,901	3,901	13	0.5%
17/18 Actual (CCG)	From CCG Rtms	Atts	524	613	557	544	540	582	611	618	537	354	416	428	6,324	3,971	(70)	-2.5%
Plan vs actual variance			(91)	(5)	23	79	59	(29)	(23)						13			

Outpatients - First (EM8)

		THIS YEAR																
		1	2	3	4	5	6	7	8	9	10	11	12	YTD @ M5	Change Atts (Vs Plan and 17/18)	% Change		
Metric	Source	Currency	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Totals			
18/19 Plan	From Unify Sub Atts		8,044	8,916	9,037	8,272	8,650	8,854	9,080	9,502	7,786	9,086	8,337	9,169	104,733	60,853		
Actual/Forecast	CCG Input	Atts	8,351	9,319	8,896	8,819	8,822	8,335	9,374						61,916	61,916	1,063	2.5%
17/18 Actual (CCG)	From CCG Rtms	Atts	8,340	8,640	8,473	7,778	8,243	8,164	8,919	9,184	7,252	8,818	7,821	8,427	100,059	58,557	3,359	8.1%
Plan vs actual variance			307	403	(141)	547	172	(519)	294						1,063			

Outpatients - Follow-up (EM9)

		THIS YEAR																
		1	2	3	4	5	6	7	8	9	10	11	12	YTD @ M5	Change on Prior Year	% Change		
Metric	Source	Currency	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Totals			
18/19 Plan	From Unify Sub Atts		15,614	16,941	17,560	15,978	16,676	17,119	17,200	18,896	14,949	18,521	17,106	17,346	203,906	117,088		
Actual/Forecast	CCG Input	Atts	16,020	17,063	16,528	16,185	16,447	15,639	18,326						116,208	116,208	(880)	-1.1%
17/18 Actual (CCG)	From CCG Rtms	Atts	15,962	16,714	16,877	15,146	16,187	16,500	17,816	18,929	14,109	18,320	16,639	16,823	200,022	115,202	1,006	1.2%
Variance to Plan			406	122	(1,032)	207	(229)	(1,480)	1,126						(880)			

Non Elective - 0 LoS (EM11a)

Metric	Source	Currency	THIS YEAR												Totals	YTD @ M5	Change Atts (Vs Plan and 17/18)	% Change
			1	2	3	4	5	6	7	8	9	10	11	12				
			Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19				
18/19 Plan	From Unify Sub Atts		874	886	933	953	899	975	993	962	901	1,092	1,003	840	11,311	6,513		
Actual/Forecast	CCG Input Atts		882	971	920	913	906	863	917						6,372	6,372	(141)	-3.1%
17/18 Actual (CCG)	From CCG Rtms Atts		902	922	896	902	848	956	985	942	843	973	904	928	11,001	6,411	(39)	-0.9%
Variance to Plan	Calculated Atts		8	85	(13)	(40)	7	(112)	(76)						(141)			

Non Elective - +1 LoS (EM11b)

Metric	Source	Currency	THIS YEAR												Totals	YTD @ M5	Change Atts (Vs Plan and 17/18)	% Change
			1	2	3	4	5	6	7	8	9	10	11	12				
			Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19				
18/19 Plan	From Unify Sub Atts		2,239	2,268	2,234	2,180	2,209	2,294	2,275	2,276	2,348	2,385	2,158	2,407	27,273	15,699		
Actual/Forecast	CCG Input Atts		2,253	2,392	2,214	2,327	2,275	2,196	2,241						15,898	15,898	199	1.8%
17/18 Actual (CCG)	From CCG Rtms Atts		2,016	2,110	2,180	2,125	2,209	2,239	2,213	2,242	2,335	2,402	2,126	2,471	26,668	15,092	806	7.5%
Variance to Plan	Calculated Atts		14	124	(20)	147	66	(98)	(34)						199			

Accident & Emergency (EM12)

Metric	Source	Currency	THIS YEAR												Totals	YTD @ M3	Change Atts (Vs Plan and 17/18)	% Change
			1	2	3	4	5	6	7	8	9	10	11	12				
			Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19				
18/19 Plan	From Unify Sub Atts		10,068	10,198	10,240	10,131	10,048	10,570	10,569	10,472	10,507	10,866	9,844	10,504	124,017	71,824		
Actual/Forecast	CCG Input Atts		10,570	11,158	10,811	11,308	10,891	10,866	11,010						76,614	76,614	4,790	9.5%
17/18 Actual (CCG)	From CCG Rtms Atts		9,900	10,399	10,062	10,404	9,979	10,019	10,569	10,128	10,060	10,721	9,959	10,776	122,976	71,332	5,282	10.5%
Variance to Plan	Calculated Atts		502	960	571	1,177	843	296	441						4,790			