



Merton

Clinical Commissioning Group

REPORT TO MERTON CLINICAL COMMISSIONING GROUP GOVERNING BODY

Date of Meeting: 25th September 2014

Agenda No: 7.4

Attachment: 09

Title of Document: Finance Report – Month 5	Purpose of Report: For Agreement
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<p>Executive Summary:</p> <p>For the five months to 31st August, a year to date and full year actual performance to target is reported.</p> <p>Acute commissioning is forecast to over spend by £0.9m. £0.4m of this is reported at St Georges NHS Trust and relates to seasonality and non-delivery of some planned care QIPP schemes. £0.3m is reported at Kings Healthcare Trust mostly seen in critical care and electives and £0.2m is reported at Kingston Hospital NHS Trust in maternity and critical care.</p> <p>Non-acute commissioning is forecast to over spend by £0.3m owing to some Community Services invoices related to Cedar Lodge for 13/14 and 14/15.</p> <p>A year to date under achievement of £32k and full year over achievement of £32k is reported on QIPP.</p>	
Key sections for particular note (paragraph/page), areas of concern etc: Entire report	
Recommendation(s): To approve the finance report	
Committees which have previously discussed/agreed the report: Executive Management Team (10.09.14) and Finance Committee (15.09.14).	
Financial Implications: As per finance report, actual performance is reported to plan as at Month 5.	
Implications for CCG Governing Body: Financial indicators are part of the CCG assurance framework used by NHS England – For Month 5 the financial performance is rated as green.	

How has the Patient voice been considered in development of this paper: N/A
Other Implications: (including patient and public involvement/Legal/Governance/Risk/Diversity/ Staffing) None
Equality Assessment: N/A
Information Privacy Issues: N/A
Communication Plan: (including any implications under the Freedom of Information Act or NHS Constitution) N/A

Governing Body 25th September 2014

**NHS Merton CCG
2014-15 Finance Report
Month 5 – as at 31st August 2014**



Finance Report – Month 5

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Five months to 31st August 2014

- For the five months to 31st August 2014 NHS Merton CCG is reporting a year to date and full year actual performance to target.
- A non recurrent allocation of £63k was received in Month 5 for referral to treatment (RTT) funding.
- Acute commissioning is over performing by £1.6m year to date, £0.7m of the YTD over spend relates to non contracted activity, the high level of spend coded here is currently being investigated, the trend is not forecast to continue. The full year (FY) acute commissioning forecast is over performance of £0.9m. £0.4m of this is reported at St Georges NHS Trust and relates to seasonality and non delivery of the planned care QIPP schemes. £0.3m is reported at Kings Healthcare Trust driven by critical care and electives. £0.2m over performance is reported at Kingston Hospital NHS Foundation trust and relates to maternity and critical care. Epsom & St Helier NHS trust are reporting under performance primarily in elective activity.
- Non acute commissioning is forecast to over spend by £0.3m this has worsened from last months reported position as the impact of paying for some Community Services invoices previously disputed relating to Cedar Lodge are now reflected as an over spend in Children's placements.
- QIPP – Year to date under achievement of £32k and full year over achievement of £32k is forecast.
- Investments - £4m of investments (Better Care Fund, QIPP and Other) have been made this financial year. As at Month 5, slippage of £1.7m is forecast, this is reflected in the financial position.
- The Better Practice Payment Policy is above target for both the number and value of invoices paid in the month.

Recommendation

- Governing Body are requested to approve the Month 5 Finance Report and note the risks on slide 17.



BALANCED SCORECARD – FINANCE DOMAIN

FINANCIAL PERFORMANCE			
No.	Indicator	Primary / Supporting Indicator	Self Assessment
1	Underlying recurrent surplus	Primary	3%
2	Surplus - year to date (YTD) performance	Primary	1%
3	Surplus - full year (FY) forecast	Primary	1%
4	Management of 2% non recurrent funds within agreed processes	Supporting	Yes
5	QIPP - year to date delivery	Primary	99%
6	QIPP - full year forecast	Primary	101%
7	Activity trends - year to date	Supporting	
8	Activity trends - full year forecast	Supporting	
9	Running costs	Primary	£4,992k
10	Clear identification of risks against financial delivery and mitigations	Primary	Yes

Individual Indicator RAG rating threshold			
Green	Amber/Green	Amber/Red	Red
>= 2%	1% - 1.99%	0% - 0.99%	< 0%
Variance <= 0.1%	0.1% > variance <= 0.25%	0.25% > variance < 0.5%	Variance => 0.5%
Variance <= 0.1%	0.1% > variance <= 0.25%	0.25% > variance < 0.5%	Variance => 0.5%
Yes			No
>= 95% of plan	>= 80% of plan	>= 50% of plan	< 50% of plan
>= 95% of plan	>= 80% of plan	>= 50% of plan	< 50% of plan
< 101% of plan	< 102% of plan	< 103% of plan	< 104% of plan
< 101% of plan	< 102% of plan	< 103% of plan	< 104% of plan
<= RCA			> RCA
Indicator met in full	Indicator partially met - limited uncovered risk	Indicator partially met - material uncovered risk	Indicator not met

FINANCIAL MANAGEMENT			
No.	Indicator	Primary / Supporting Indicator	Self Assessment
1	Better Payment Practice Code - % payable within 30 days of receipt - Numbers	Supporting	99%
2	Better Payment Practice Code - % payable within 30 days of receipt - Values	Supporting	99%
3	Cash management - month end cash balance as % of cash drawn	Supporting	3.58%

Individual Indicator RAG rating threshold			
Green	Amber/Green	Amber/Red	Red
>= 95%	>= 85%	>= 80%	< 80%
>= 95%	>= 85%	>= 80%	< 80%
<= 5%	<= 10%	<= 15%	< 15%

- The financial indicators are part of the CCG assurance framework used by NHS England.
- The overall financial performance and financial management performance is rated as green.



INCOME AND EXPENDITURE

Year to date			Aug-14	Forecast		
Budget	Actual	Variance	In £000's	Budget	Actual	Variance
90,360	90,360	0	Income	216,863	216,863	0
			Expenditure			
52,090	53,655	-1,565	Acute	125,015	125,885	-870
8,498	8,583	-85	Mental Health	20,396	20,441	-45
6,617	6,406	211	Community	15,882	15,376	505
5,164	5,496	-331	Other non acute	12,394	13,173	-779
9,459	9,426	33	Prescribing	22,703	22,717	-14
1,656	1,759	-103	Primary Care*	3,974	4,271	-297
3,209	2,885	324	Corporate and estate	7,702	7,437	265
2,764	1,247	1,517	Reserves	6,635	5,400	1,235
89,458	89,458	0	Total Expenditure	214,700	214,700	0
902	902	0	Surplus	2,163	2,163	0

- Year to date (YTD) and full year (FY) actuals are on target
- Risks to the position are detailed on slide 17

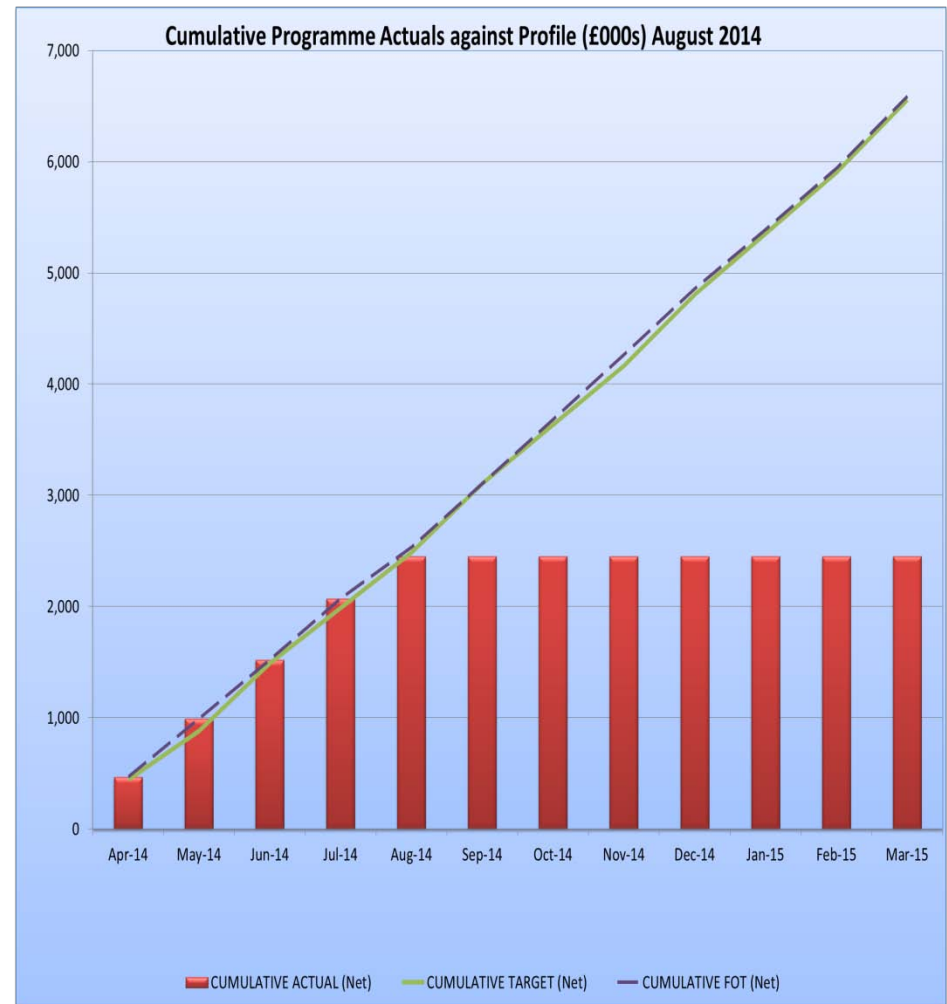
*Out of Hours, Local Enhanced Services, GP Led Health Centre and Collaborative Fees



QIPP

Year to date (net)			Aug-14	Forecast (net)		
Budget	Actual	Variance	In £000's	Budget	Actual	Variance
2,067	2,072	(5)	Schemes			
420	382	38	Transactional	5,116	5,292	(176)
-	-	-	Transformational	1,442	1,298	144
			Other	-	-	-
2,487	2,454	33	Total QIPP	6,558	6,590	(32)
2,487	2,454	33	QIPP Target	6,558	6,590	(32)
100%	99%	1%	% of Target	100%	100%	0%

- A slight YTD under achievement of £33k is reported. This is owing to cardiology, dermatology and respiratory planned care schemes that owing to procurement reasons could not be implemented in this financial year. Some of the under achievement on these schemes is offset by over achievement on the mental health contracts scheme.
- A FY over achievement of £32k is reported, this relates to higher than planned savings on the mental health contracts scheme and in reach nursing scheme.



ACUTE PERFORMANCE

Commentary

- The acute position as at Month 5 is based on Month 4 actual data extrapolated to Month 5.
- The YTD position on acute is an over spend of £1.6m. £0.9m of the over spend is reported on acute SLAs and the remaining over spend of £0.7m is reported on NCAs. The YTD over spend on acute SLAs is mostly at St George's (£0.3m) and Royal Marsden (£0.5m). The YTD over spend reported on Royal Marsden is an error and the correct variance is an over spend of £0.1m. This will be corrected in Month 6. The high level of spend on NCAs is currently being reviewed, it is not expected the trend will continue.
- The FY forecast position on acute is an over spend of £0.9m. This is mostly reported at St George's (£0.4m), Kings Healthcare (£0.3m) and Kingston NHS Trust (£0.2m).

Acute Trust	Year to date - £m's			Full year - £m's		
	Plan	Actual	Variance	Plan	Actual	Variance
St George's (excl QMH)	23.4	23.7	(0.3)	56.0	56.5	(0.4)
Epsom & St Helier (incl SWLEOC)	15.1	14.8	0.2	36.2	36.0	0.1
Kingston	4.0	4.1	(0.0)	9.6	9.9	(0.2)

St George's Activity - In 000's	Annual Plan	Annual Forecast	% Variance
A&E Attendances	31.2	32.7	4.7%
Elective Spells	10.5	10.5	-0.4%
Emergency Spells	7.3	8.0	9.3%
Outpatients Attendances	80.8	84.9	5.1%

Epsom & St Helier's Activity - In 000's	Annual Plan	Annual Forecast	% Variance
A&E Attendances	17.5	18.6	6.4%
Elective Spells	6.3	5.6	-11.0%
Emergency Spells	3.7	4.1	12.4%
Outpatients Attendances	71.1	72.7	2.2%

Kingston's Activity - In 000's	Annual Plan	Annual Forecast	% Variance
A&E Attendances	6.7	6.5	-2.7%
Elective Spells	1.1	1.2	12.8%
Emergency Spells	1.1	1.0	-8.6%
Outpatients Attendances	18.8	16.0	-15.1%



STATEMENT OF CONTRACT POSITION – At Month 4 not Month 5

Provider	Plan Annual	YTD Plan	YTD Actual	YTD Variance	ADJUSTMENTS/CHALLENGES			REVISED POSITION SLAM MONTH		
					Plan Adj	Other Challenges	KPIs	YTD Plan	YTD Actual	YTD Variance
					£000's	£000's	£000's	£000's	£000's	£000's
St George's	56,040	23,819	24,405	(586)	(469)	(208)	(508)	23,350	23,689	(339)
Epsom & St Helier (Acute & Renal)	31,738	13,287	13,239	48	(63)	(155)	(39)	13,224	13,045	179
Epsom & St Helier (SWLEOC)	4,428	1,845	1,791	54	0	0	0	1,845	1,791	54
Kingston Hospital	9,642	3,937	4,000	(64)	81	78	(25)	4,018	4,053	(35)
London Ambulance Service	5,558	2,316	2,316	0	0	0	0	2,316	2,316	0
Moorfields' Eye	3,329	1,343	1,454	(111)	44	(9)	0	1,387	1,444	(57)
Croydon University Hospital	1,774	737	803	(66)	2	(3)	0	739	800	(61)
Guy's & St Thomas'	1,775	692	698	(6)	47	15	0	740	713	26
Royal Marsden	1,697	1,365	532	833	(658)	688	0	707	1,220	(513)
Queen Mary's (Roehampton)	1,783	714	784	(70)	29	0	0	743	784	(41)
Chelsea & Westminster	1,100	457	531	(75)	0	(0)	0	457	531	(74)
Imperial College	750	312	376	(64)	0	(2)	0	312	374	(62)
University College London	759	292	208	84	24	(1)	0	316	208	108
King's College	953	389	509	(121)	9	12	0	397	521	(124)
Royal Brompton & Harefield	343	141	184	(42)	0	(4)	0	141	180	(39)
Bart's & the London	256	117	107	9	(10)	0	0	106	107	(1)
Royal Surrey County	191	81	43	38	0	0	0	81	43	38
Royal National Orthopaedic	235	98	54	44	0	0	0	98	54	44
Ashford & St Peter's	90	0	0	0	38	0	0	38	0	38
Royal Free	105	44	58	(14)	0	(0)	0	44	58	(14)
Lewisham	67	27	43	(16)	0	0	0	27	43	(16)
North West London	121	107	54	53	(57)	0	0	50	54	(3)
West Middlesex	38	15	9	6	0	0	0	15	9	6
Great Ormond Street	123	102	52	50	(50)	(2)	0	51	50	1
Total	122,894	52,236	52,251	(15)	(1,034)	409	(572)	51,202	52,088	(885)

The three highest value contracts will be discussed in further detail on slides 9 -11.

Moorfield's - YTD over performance of £0.1m is mostly due to excluded drugs (£83k).

Croydon University Hospital – YTD over performance of £66k is in emergency activity. Data quality is a concern and an audit is planned for October.

Royal Marsden – The YTD under spend of £0.8m is owing to the plan being shown incorrectly on SLAM. The £0.7m other challenges adjustment is an error and should be £0.3m resulting in an YTD over spend of £0.1m mainly in outpatient attendances.

Queen Mary's – YTD over spend of £70k is owing to high activity levels in the older peoples service.

Chelsea & Westminster – The YTD over spend of £75k is in electives (thoracic and hip and knee procedures) and outpatients (obstetrics).

Kings' College - YTD over performance of £121k is mainly due to critical care (four organs supported) and elective (trauma and orthopaedic).



ST GEORGE'S NHS TRUST - Performance at Month 4 not Month 5

POD	Annual Plan Activity 000s	YTD Plan Activity 000s	YTD Actual Activity 000s	YTD Variance Activity 000s	FYO Actual Activity 000s	FYO Variance Activity 000s	Annual Plan £000	YTD Plan £000s	YTD Actual £000s	YTD Variance £000	FYO Actual £000s	FYO Variance £000	Annual QIPP £000s
Elective	10	4	3	(0)	10	(0)	10,867	4,392	4,498	(106)	10,795	72	
Emergency	7	2	3	0	8	1	16,778	6,781	6,822	(41)	16,374	405	420
Non-Elective	1	0	0	0	1	0	43	17	(20)	38	(49)	92	
Maternity Pathway	4	1	1	(0)	3	(0)	6,643	2,685	2,691	(6)	6,459	184	
A&E	31	10	11	0	33	1	3,783	1,529	1,560	(30)	3,743	40	
Out Patient 1st	24	8	8	0	25	1	4,448	1,798	1,916	(119)	4,599	(152)	148
Out Patient Follow Up	45	15	15	0	46	1	4,468	1,806	1,973	(167)	4,736	(268)	173
Out Patient Procedure	12	4	5	1	14	2	2,037	921	874	46	2,099	(62)	
Unbundled Diagnostics	7	2	3	1	9	2	922	373	452	(80)	1,085	(163)	
Critical Care	3	1	1	(0)	3	(0)	2,743	1,109	1,039	70	2,494	250	
Direct Access	28	9	10	1	31	4	2,198	888	1,045	(156)	2,507	(309)	
Drugs & Devices	0	0	0	0	0	0	1,230	497	466	32	1,118	113	
Other	0	0	0	0	0	0	(1,453)	0	(208)	208	(898)	(555)	
CQUIN	0	0	0	0	0	0	1,332	554	580	(26)	1,392	(60)	
TOTAL							56,040	23,350	23,689	(339)	56,453	(413)	741

Commentary

- The YTD over performance of £339k primarily relates to outpatients, some of it is attributable to planned care QIPP schemes that could not be implemented this year. Within outpatients over performance is also reported on paediatric medicine (non admitted face to face attendance) and rheumatology (nurse led clinic follow up). Direct access is showing a YTD over spend of £156k primarily on cardiology simple echocardiograms. The FY forecast is an over spend of £0.4m.



EPSOM & ST HELIER'S NHS TRUST - Performance at Month 4 not Month 5

POD	Annual Plan Activity 000s	YTD Plan Activity 000s	YTD Actual Activity 000s	YTD Variance Activity 000s	FYO Actual Activity 000s	FYO Variance Activity 000s	Annual Plan £000	YTD Plan £000s	YTD Actual £000s	YTD Variance £000	FYO Actual £000s	FYO Variance £000	Annual QIPP £000s
Elective	6	2	2	(0)	6	(1)	4,899	2,027	1,711	316	4,105	793	
Emergency	4	1	1	0	4	0	7,302	3,022	3,031	(9)	7,273	29	158
Non-Elective	0	0	0	(0)	0	(0)	566	234	204	30	490	75	
Maternity Pathway	4	1	1	0	4	0	3,191	1,321	1,329	(8)	3,190	2	
A&E	17	6	6	0	19	1	1,767	731	782	(51)	1,877	(110)	
Out Patient 1st	16	5	6	1	19	3	2,362	977	1,018	(40)	2,443	(81)	118
Out Patient Follow Up	47	16	15	(0)	46	(1)	3,441	1,424	1,411	13	3,387	54	129
Out Patient Procedure	8	3	3	(0)	8	(0)	1,277	528	557	(29)	1,337	(60)	
Unbundled Diagnostics	5	2	2	0	5	0	557	230	250	(19)	599	(42)	
Critical Care	1	0	0	(0)	0	(0)	819	339	310	29	744	75	
Direct Access	827	276	267	(8)	802	(25)	3,526	1,459	1,439	20	3,453	73	
Drugs & Devices	0	0	0	0	0	0	454	188	194	(7)	467	(13)	
Other	5	2	2	1	7	2	144	149	213	(63)	939	(796)	
PTS	0	0	0	0	0	0	653	270	272	(2)	653	0	
CQUIN	0	0	0	0	0	0	781	326	326	0	781	(0)	
SWLEOC							4,428	1,845	1,791	54	4,298	130	
TOTAL							36,166	13,224	13,045	179	31,738	130	405

Commentary

- A YTD under performance of £0.2m is reported. This is mostly owing to under performance on electives, the under spend is seen in digestive, musculoskeletal and urinary tract and male reproductive systems. The FY forecast is an under spend of £130k reported on South West London Elective Orthopaedic Centre (SWLEOC), it is not expected the under performance trend will continue.



KINGSTON NHS TRUST - Performance at Month 4 not Month 5

POD	Annual Plan Activity 000s	YTD Plan Activity 000s	YTD Actual Activity 000s	YTD Variance Activity 000s	FYO Actual Activity 000s	FYO Variance Activity 000s	Annual Plan £000	YTD Plan £000s	YTD Actual £000s	YTD Variance £000	FYO Actual £000s	FYO Variance £000	Annual QIPP £000s
Elective	1	0	0	0	1	0	1,223	525	532	(8)	1,277	(54)	
Emergency	1	0	0	(0)	1	(0)	2,229	951	831	120	1,994	235	20
Non-Elective	1	0	0	0	1	0	271	115	59	57	141	130	
Maternity Pathway	1	0	0	0	1	0	2,312	951	1,018	(68)	2,444	(131)	
A&E	7	2	2	(0)	7	(0)	703	303	302	2	724	(20)	
Out Patient 1st	7	2	2	(0)	6	(1)	755	324	334	(10)	802	(47)	18
Out Patient Follow Up	11	4	3	(1)	8	(2)	721	309	272	37	654	67	15
Out Patient Procedure	1	0	0	0	1	0	170	73	106	(33)	253	(83)	
Unbundled Diagnostics	1	0	0	0	1	0	56	24	55	(31)	131	(76)	
Critical Care	0	0	0	0	0	0	247	105	168	(62)	403	(156)	
Direct Access	35	12	24	12	72	37	107	46	74	(28)	177	(70)	
Drugs & Devices	0	0	0	0	0	0	287	123	128	(5)	306	(19)	
Other	2	1	1	0	2	(0)	268	46	51	(5)	267	1	
PTS	0	0	0	0	0	0	68	29	29	1	68	0	
CQUIN	0	0	0	0	0	0	225	94	96	(3)	231	(7)	
TOTAL							9,642	4,018	4,053	(35)	9,872	(230)	53

Commentary

- The YTD over performance of £35k is mostly owing to the maternity pathway (£68k) and critical care (£62k), some of the YTD over performance is offset by under spends reported on emergency activity. The FY forecast is an over spend of £230k primarily in the same areas.



NON ACUTE PERFORMANCE

Year to date			Aug-14	Forecast		
Budget	Actual	Variance	In £000's	Budget	Actual	Variance
6,616	6,634	-18	Mental Health:			
1,400	1,442	-42	SWL St Georges MHT	15,878	15,878	0
482	507	-25	Placements	3,360	3,360	0
8,498	8,583	-85	Other	1,157	1,203	-45
			Total Mental Health	20,396	20,441	-45
544	658	-114	Learning Disabilities	1,305	1,579	-274
6,356	6,272	84	Community:			
2,932	2,932	0	Community Services SLA	15,254	14,885	369
1,950	2040	-90	Continuing Care	7,036	7,036	0
11,238	11,244	-6	Other	4,681	5,049	-368
			Total Community	26,971	26,970	1
20,280	20,485	(205)	Total Non Acute	48,672	48,990	(318)

Commentary

- The slight YTD over spend on the main SWL St George's MHT contract is owing to the cost paid to Kingston CCG for hosting the contract. This was not planned for.
- The slight YTD and FY over spend reported under 'other' mental health relates to the SUN project.
- The YTD over spend of £0.1m and FY over spend of £0.3m for learning disabilities relates to a learning disability patient currently an inpatient in a hospital.
- The YTD and FY under spend on community services is owing to slippage on investment schemes, namely, dementia nurses, rapid response team and step up and step down beds.
- The YTD over spend of £0.1m and FY over spend of £0.4m reported under 'other' community relates to community services invoices relating to Cedar Lodge for 13/14 now paid after review.



PRESCRIBING AND PRIMARY CARE BUDGETS

Year to date			Aug-14	Forecast		
Budget	Actual	Variance	In £000's	Budget	Actual	Variance
9,459	9,426	33	Prescribing:			
9,459	9,426	33	Prescribing	22,703	22,717	-14
			Total Prescribing	22,703	22,717	-14
			Primary Care:			
470	547	-77	Local enhanced services	1,128	1,312	-184
429	423	7	GP led health centre	1,030	1,014	16
188	188	0	111 service	450	450	0
533	533	0	Out of hours service	1,280	1,339	-59
36	68	-33	Other	86	156	-70
1,656	1,759	-103	Total Primary Care	3,974	4,271	-297
11,115	11,185	(70)	Total Prescribing & Primary Care	26,676	26,988	(311)

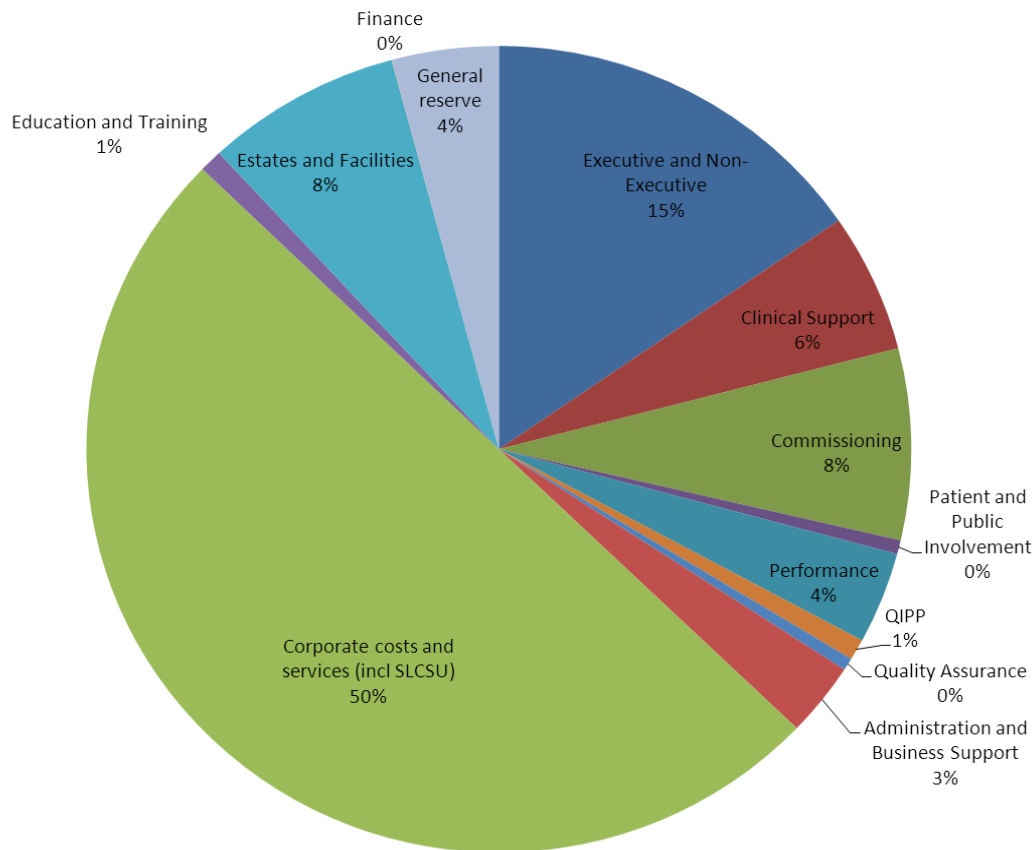
Commentary

- The £33k YTD under spend on prescribing relates to drugs bills charges, the trend is not expected to continue. The £14k full year over spend relates to Script Switch.
- The YTD over spend of £0.1m and FY over spend of £0.2m on local enhances services relates to the 'care of older people' LES, the spend was higher than anticipated.
- A minor FY under spend is reported for the GP Led Health Centre owing to lower than anticipated activity.
- The FY over spend reported on Out of Hours is owing to a recharge from Sutton CCG for Merton patients attending the Seldoc Out of Hours service.
- The YTD and FY over spend on 'other' primary care relates to statutory medical fees, the over spend arose owing to a number of claims related to the last quarter of 13/14 received in 14/15.



CORPORATE COSTS

Forecast corporate costs as at 31st August 14



Commentary

- A YTD under spend of £57k on running costs is reported, this is mostly owing to refunds from SLCSU and an under spend on the education and training budget. The FY forecast on running costs is break-even.
- The YTD and FY under spend on non running costs is owing to lower than anticipated charges from NHS Property Services for void costs.



STATEMENT OF FINANCIAL POSITION (SOFP)

STATEMENT OF FINANCIAL POSITION AS AT 31st AUGUST 2014

		Closing Balance			
		ADJ-14	QTR 1	Jul-14	Aug-14
Non-current Assets	Property, Plant And Equipment	32,122	92,098	69,317	82,517
Non-current Assets Total		32,122	92,098	69,317	82,517
Current Assets	Current Trade And Other Receivables	4,478,187	2,330,770	3,206,375	2,790,750
Current Assets	Cash And Cash Equivalents	173,242	(538,353)	(381,467)	563,761
Current Assets Total		4,651,429	1,792,417	2,824,909	3,354,511
Current Liabilities	Current Trade And Other Payables	(14,931,085)	(14,400,014)	(14,785,267)	(15,649,865)
Current Liabilities	Current Other Liabilities	(51,450)	(1,268,021)	(54,318)	(47,251)
Current Liabilities	Provisions	(47,824)	(47,824)	(47,824)	(47,824)
Current Liabilities Total		(15,030,359)	(15,715,859)	(14,887,410)	(15,744,940)
Non-Current Liabilities:	NC Provisions	(271,005)	(271,005)	(271,005)	(271,005)
Non-Current Liabilities:		(271,005)	(271,005)	(271,005)	(271,005)
Grand Total		(10,617,812)	(14,102,349)	(12,264,189)	(12,578,917)
		Closing Balance			
		ADJ-14	QTR 1	Jul-14	Aug-14
Financed by Taxpayers Equity:	General Fund	10,617,812	14,102,349	12,264,189	12,578,917
Financed by Taxpayers		10,617,812	14,102,349	12,264,189	12,578,917
Grand Total		10,617,812	14,102,349	12,264,189	12,578,917

Commentary

- The £83k for property, plant and equipment is made up of assets under construction.
- Accounts receivables balance has decreased from last month by £0.4m due to £0.7m of sales orders raised in the month offset by £0.7m of receipts (against sales orders from June 14).
- The cash position is as per the cash flow statement on slide 16.
- Current liabilities have increased by £0.9m, the increase is owing an increase in accruals of £1.3m offset by a decrease in payables of £0.5m. The £16m total current liabilities comprises of £11.5m of payables, £4.1m of accruals and £0.3m continuing care provision.
- The £48k current provision and £271k non current provision is the £319k continuing care provision created in 2013/14.



CASH MANAGEMENT AND BETTER PAYMENT PRACTICE POLICY

STATEMENT OF CASH FLOWS AS AT 31st AUGUST 2014

	Amount				
	Apr-14	May-14	Jun-14	Jul-14	Aug-14
Cash Flow s from Operating Activities:					
Net operating costs for the financial year	(25,070,148)	(10,611,305)	(17,977,265)	176,401,856	(17,912,950)
Depreciation and amortisation	0	0	0	0	0
Interest Paid			(70)	70	0
(Increase) decrease in trade and other receivables	1,454,500	926,399	(233,483)	(875,605)	415,625
Increase (decrease) in trade and other payables	6,035,263	(5,554,790)	205,027	(557,445)	857,531
Provisions utilised	0	0	0	0	0
Increase (decrease) in provisions	0	0	0	(271,005)	0
Net Total of Cash Flow s from Operating Activities	(17,580,384)	(15,239,695)	(18,005,792)	174,697,871	(16,639,794)
Cash Flow s from Investing Activities:					
(Payments) for property, plant and equipment	(5,994)	(33,843)	25,760	22,782	(13,200)
Proceeds from disposal of assets held for sale: property, plant and equipment	0	0	(45,898)	(45,898)	0
Net Total of Cash Flow s from Investing Activities	(5,994)	(33,843)	(20,139)	(23,117)	(13,200)
Cash Flow s from Financing Activities:					
Net parliamentary funding received	16,700,102	15,842,106	17,632,044	(174,517,868)	17,598,221
Net Total of Cash Flow s from Financing Activities	16,700,102	15,842,106	17,632,044	(174,517,868)	17,598,221
Grand Total	(886,277)	568,568	(393,887)	156,886	945,227

Commentary

- The cash target is for the month end cash balance to be less than 5% of the drawdown value. This has been met for the first five months of the year. The month end cash balance as at 31st August is 3.58% of the cash drawn.
- The BPPC is above target in terms of volume and value of invoices.

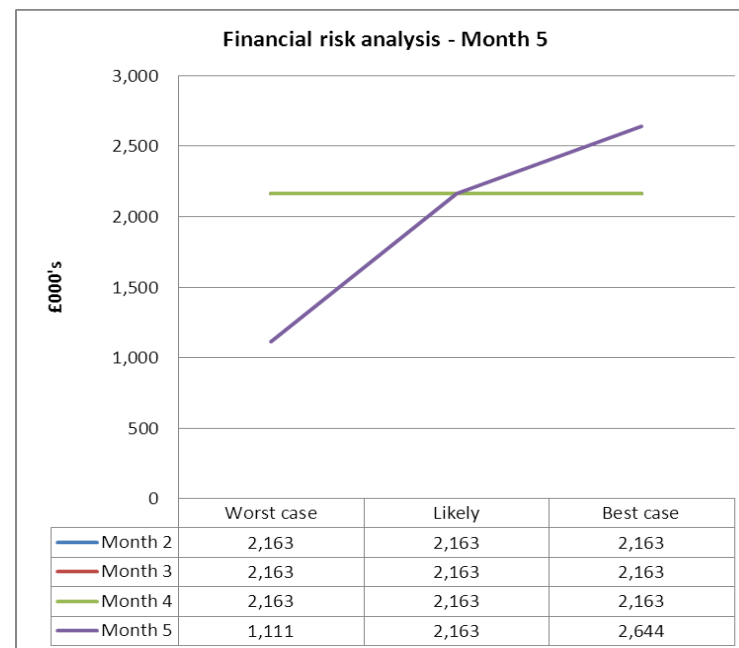
Better Payment Practice Code						
Period	Invoice Count	Invoice Count (Passed)	% Passed	BPPC Amount £000's	Invoice Amount (Passed) £000's	% Amount Passed
Apr-14	687	668	97%	17,547	17,529	100%
May-14	639	625	98%	16,136	15,620	97%
Jun-14	658	628	95%	16,923	16,731	99%
Jul-14	1051	1028	98%	19,572	19,201	98%
Aug-14	668	662	99%	17,197	17,017	99%
Cumulative %	3703	3611	97.5%	87,375	86,098	98.5%



RISKS AND MITIGATIONS

Financial Risk Analysis: Month 5

	Worst £000's	Likely £000's	Best £000's
Planned Surplus	2,163	2,163	2,163
1 Risks			
2 Acute SLAs	-2,000	-1,603	0
3 Community SLAs	-358	-179	-45
4 Other	-297	-149	-74
5 Total Risks	-2,655	-1,930	-119
6 Mitigations			
7 Contingency (0.5%)	1,603	1,930	600
8 Contract reserves	0	0	0
9 Non recurrent measures	0	0	0
10 Total Mitigations	1,603	1,930	600
11 Net risk	-1,052	0	481
12 Risk adjusted performance	1,111	2,163	2,644



- Worst case acute risk relates to the risk of potential over performance in acute over and above the position reported and the reserves available.
- Community SLAs – Risk mainly relates to the costs associated with the implementation of provisions of the Children and Families Act (£121k).
- Other – Nelson Local Care Centre risk related to the potential unoccupied space related to community pharmacy and early completion of the building.
- The 0.5% contingency fund has been used to mitigate the risks.



Appendix number	Description	Slide number
1	Acute Commissioning	16
2	Mental Health	17
3	Other Non Acute	18
4	Primary Care & Prescribing	19
5	Corporate and Estates	20
6	Reserves	21
7	QIPP dashboard	22
8	Investments dashboard	23



Acute Commissioning – Appendix 1

	Merton CCG - ACUTE COMMISSIONING	Budget (M5)	Year to Date (August 14)				Full Year Forecast						
			Plan	Actual	Var	% Var	Plan	Forecast	Var	% Var			
1	ACUTE TRUSTS												
2	ST GEORGE'S HEALTHCARE TRUST	56,040	23,350	23,689	-339	-1%	56,040	56,440	-400	-1%			
3	EPSOM & ST. HELIER UNIVERSITY HOSPITALS NHS TRUST	36,166	15,069	14,836	233	2%	36,166	36,036	130	0%			
4	LAS - EMERGENCY SERVICE CONTRACT	5,556	2,315	2,316	-1	0%	5,556	5,558	-2	0%			
5	CROYDON UNIVERSITY HOSPITAL NHS TRUST	1,774	739	800	-61	-8%	1,774	1,919	-145	-8%			
6	QUEEN MARYS ROEHAMPTON	1,783	743	784	-41	-6%	1,783	1,882	-99	-6%			
7	IMPERIAL COLLEGE NHS TRUST	750	312	374	-61	-20%	750	897	-147	-20%			
8	BARTS & THE LONDON NHS TRUST	256	106	107	-1	-1%	256	258	-2	-1%			
9	THE ROYAL NATIONAL ORTHOPAEDIC HOSPITAL TRUST	235	98	54	44	45%	235	130	105	45%			
10	LEWISHAM HOSPITAL NHS TRUST	67	28	43	-15	-55%	67	105	-38	-58%			
11	NORTH WEST LONDON HOSPITALS TRUST	121	50	54	-3	-7%	121	129	-8	-7%			
12	WEST MIDDLESEX NHS TRUST	38	16	9	7	45%	38	21	17	45%			
13	FOUNDATION HOSPITAL TRUSTS												
14	KINGSTON NHS TRUST	9,642	4,018	4,053	-36	-1%	9,642	9,872	-230	-2%			
15	MOORFIELDS EYE HOSPITAL	3,329	1,387	1,444	-57	-4%	3,329	3,466	-138	-4%			
16	GUYS & ST THOMAS' HOSPITAL TRUST	1,775	740	713	26	4%	1,775	1,805	-30	-2%			
17	THE ROYAL MARSDEN HOSPITAL TRUST	1,697	707	1,220	-513	-73%	1,697	1,578	119	7%			
18	CHELSEA & WESTMINSTER HLTHCARE TRUST	1,100	458	531	-73	-16%	1,100	1,275	-175	-16%			
19	UNIVERSITY COLLEGE LONDON HOSPITALS TRUST	759	316	208	108	34%	759	498	261	34%			
20	KINGS HEALTHCARE TRUST	953	397	521	-124	-31%	953	1,212	-259	-27%			
21	THE ROYAL BROMPTON & HAREFIELD HOSPITALS TRUST	343	143	180	-37	-26%	343	432	-89	-26%			
22	ROYAL SURREY COUNTY & ST LUKE'S HOSPITAL TRUST	191	80	43	36	46%	191	104	87	46%			
23	THE ROYAL FREE (HAMPSTEAD) NHS TRUST	105	44	58	-14	-31%	105	138	-33	-31%			
24	ASHFORD & ST PETERS NHS TRUST	90	38	0	38	100%	90	0	90	100%			
25	GREAT ORMOND ST HOSPITAL FOR CHILDREN NHS TRUST	123	51	50	1	2%	123	121	2	2%			
26	GENERAL ACUTE COMMISSIONING	122,892	51,205	52,088	(882)	-2%	122,892	123,876	(984)	-1%			
27	NCA's												
28	NCA	1,725	719	1,379	-660	-92%	1,725	1,621	104	6%			
29	NCA's	1,725	719	1,379	(660)	-92%	1,725	1,621	104	6%			
30	NON-SLA & OTHER												
31	ESH - LASERCARE CONTRACT (SK!)/ DEXA (ST ANTHONY'S)/IN HEALTH (NHSE)	210	88	127	-39	-45%	210	210	0	0%			
32	CHRONIC FATIGUE SYNDROME / LIQUID BASED CYTOLOGY / PATH FORMS (ESH)	116	48	48	0	0%	116	116	0	0%			
33	REFERRAL TO TREATMENT	63	26	13	13	50%	63	63	0	0%			
34	DRUGS - IFR	9	4	0	4	0%	9	0	9	0%			
35	NON-SLA / ACUTE OTHER	398	166	188	(22)	-14%	398	389	9	2%			
36	TOTAL ACUTE COMMISSIONING	125,015	52,090	53,655	(1,565)	-3%	125,015	125,885	(870)	-1%			

Mental Health – Appendix 2

Merton CCG - NON ACUTE COMMISSIONING		Year to Date (August 14)				Full Year Forecast				
		Plan	Actual	Var	% Var	Plan	Forecast	Var	% Var	
1	MENTAL HEALTH COMMISSIONING CONTRACTS									
2	SOUTH WEST LONDON AND ST GEORGES MENTAL HEALTH TRUST	14,591	6,080	6098	-18	0%	14,591	14,591	0	0%
3	ST GEORGES AND ST HELIER LIASON AND ALCOHOL NURSE	0	0	8	-8	0%	0	0	0	0%
4	SURREY BORDERS	20	8	8	0	0%	20	20	0	0%
5	CNWL MENTAL HEALTH NHS TRUST	20	8	9	0	-3%	20	20	0	0%
6	SUSSEX FOUNDATION PARTNERSHIP - TIER 4 DETOX SERVICE	322	134	134	0	0%	322	322	0	0%
7	SUN PROJECT	0	0	9	-9	0%	0	50	-50	0%
8	SOUTH LONDON & MAUDSLEY TRUST - SPECIALIST SERVICES	30	13	-11	23	186%	30	30	0	0%
9	SOUTH LONDON & MAUDSLEY TRUST - XBF	272	113	137	-23	-21%	272	272	0	0%
	JOINT AGENCY, VOLUNTARY AND INDEPENDENT SECTOR CONTRACTS									
10	CAMHS DEVELOPMENT FUND	120	50	55	-5	-10%	120	120	0	0%
11	MERTON VOLUNTARY SECTOR / CARERS SUPPORT	100	42	52	-11	-25%	100	100	0	0%
12	ADVOCACY SERVICES	16	6	6	0	2%	16	16	0	0%
13	DEMENTIA SERVICES (Alzheimer's)	171	71	71	0	0%	171	171	0	0%
	NAMED PATIENTS AND PLACEMENTS									
14	MENTAL HEALTH PLACEMENTS AND UNCONTRACTED ACTIVITY	3,360	1,400	1442	-42	-3%	3,360	3,360	0	0%
	OTHER MENTAL HEALTHCARE SERVICES									
16	TALKING THERAPIES IAPT	1,287	536	536	0	0%	1,287	1,287	0	0%
17	MH NSF IMPLEMENTATION COSTS	6	3	8	-6	-230%	6	6	0	0%
18	MH ENQUIRIES	82	34	21	13	39%	82	77	5	6%
19	TOTAL MENTAL HEALTH	20,396	8,498	8,583	-85	-1%	20,396	20,441	-45	0%

Other Non Acute – Appendix 2a

	Merton CCG - NON ACUTE COMMISSIONING	Budget (M5)	Year to Date (August 14)				Full Year Forecast			
			Plan	Actual	Var	% Var	Plan	Forecast	Var	% Var
20	MERTON ROAD LD	0	0	0	0	0%	0	0	0	0%
21	LEARNING DISABILITIES NCA (CNWL)	0	0	114	-114	0%	0	274	-274	0%
22	LEARNING DISABILITIES CONTINUING CARE	1,305	544	544	0	0%	1,305	1,305	0	0%
23	TOTAL PLD HEALTHCARE SERVICES	1,305	544	658	-114	-21%	1,305	1,579	-274	-21%
24	END OF LIFE - LOCAL ENHANCED SERVICE	42	17	17	0	0%	42	42	0	0%
25	NURSING - MARIE CURIE - CANCER	91	38	38	0	0%	91	91	0	0%
26	BEREAVEMENT SERVICE	86	36	36	0	0%	86	86	0	0%
27	TRINITY HOSPICE	141	59	59	0	0%	141	141	0	0%
28	ST CHRISTOPHERS	0	0	11	-11	0%	0	26	-26	0%
29	ST RAPHAELS	502	209	209	0	0%	502	502	0	0%
30	SOUTH WEST LONDON CANCER NETWORK - SPECIALIST PALLIATIVE CA	170	71	71	0	0%	170	170	0	0%
31	TOTAL END OF LIFE CARE AND HOSPICES	1,032	430	441	-11	-3%	1,032	1,058	-26	-3%
32	HOME OXYGEN SERVICE	216	90	90	0	0%	216	216	0	0%
33	CARDIOLOGY	58	24	13	11	46%	58	32	27	46%
34	TOTAL LONG TERM CONDITIONS	274	114	103	11	10%	274	248	27	10%
35	URGENT CARE	46	19	19	0	0%	46	46	0	0%
36	GPSI'S COMMISSIONING - MINOR SURGERY	115	48	18	30	63%	115	115	0	0%
37	OPHTHALMOLOGY (LOW VISION SERVICE)	19	8	2	6	78%	19	19	0	0%
38	BRITISH PREGNANCY ADVISORY SERVICE	191	80	80	0	0%	191	191	0	0%
39	MARIE STOPES INTERNATIONAL	75	31	31	0	0%	75	75	0	0%
40	INTERMEDIATE CARE COMMISSIONING (BEDS)	656	273	273	0	0%	656	656	0	0%
41	WINTER CAMPAIGN	0	0	13	-13	0%	0	30	-30	0%
42	DIABETES EYE SCREENING PROGRAMME	34	14	14	0	2%	34	34	0	0%
43	BETTER CARE FUND	206	86	120	-35	-40%	206	152	54	26%
	TOTAL URGENT AND INTERMEDIATE CARE	1,342	559	570	-11	-2%	1,342	1,318	24	2%
44	COMMUNITY SERVICES	14,877	6,199	6,115	84	1%	14,877	14,443	434	3%
45	COMMUNITY SERVICES CQUIN RESERVE	377	157	157	0	0%	377	442	-65	-17%
46	PODIATRY	81	34	31	2	7%	81	81	0	0%
47	MERTON ICES	247	103	103	0	0%	247	247	0	0%
48	MERTON MUSCULOSKELETAL SERVICE	300	125	0	125	100%	300	163	137	46%
49	TOTAL COMMUNITY SERVICES	15,882	6,617	6,406	211	3%	15,882	15,376	505	3%
50	EPSOM & ST HELIER - PAEDIATRIC AND AUDIOLOGY AND DESIGNATED CHILD DEATH DOCTOR CONTRACT	575	240	256	-16	-7%	575	615	-40	-7%
51	MERTON CHILDREN - SCPS	725	302	496	-194	-64%	725	1,214	-489	-68%
52	MERTON CHILDREN EQUIPMENT - SCPS	40	17	32	-15	-92%	40	40	0	0%
53	CHC CHILDREN PERSONAL HEALTH BUDGETS	0	0	0	0	0%	0	0	0	0%
54	MERTON YOUTH OFFENDING TEAM	30	13	7	5	41%	30	30	0	0%
55	SAFEGUARDING CHILDREN BOARD	35	15	0	15	100%	35	35	0	0%
56	TOTAL CHILDREN AND YOUNG PEOPLE	1,405	585	791	-206	-35%	1,405	1,934	-529	-38%
57	FUNDED NURSING CARE	1,500	625	625	0	0%	1,500	1,500	0	0%
58	JOINT FUNDED	465	194	194	0	0%	465	465	0	0%
59	CONTINUING CARE PLACEMENTS - MERTON	5,071	2,113	2,113	0	0%	5,071	5,071	0	0%
60	TOTAL CONTINUING CARE	7,036	2,932	2,932	0	0%	7,036	7,036	0	0%
61	TOTAL NON ACUTE COMMISSIONING	48,672	20,280	20,485	(205)	-1%	48,672	48,990	(318)	-1%

Primary Care & Prescribing – Appendix 4

Merton CCG - PRIMARY CARE		Budget (M5)	Year to Date (August 14)				Full Year Forecast					
			Plan	Actual	Var	% Var	Plan	Forecast	Var	% Var		
LOCAL ENHANCED SERVICES												
1	NES - NEAR PATIENT TESTING	6	3	3	0	-7%	6	6	0	0%		
2	LES - ATRIAL FIBRILATION	5	2	2	0	0%	5	5	0	0%		
3	LES - ANTI COAG	212	88	88	0	0%	212	212	0	0%		
4	LES - PHLEBOTOMY	152	63	63	0	0%	152	152	0	0%		
5	LES - POST OPERATIVE WOUND CARE	24	10	10	0	0%	24	24	0	0%		
6	LES - MENORRAGHIA	86	36	36	0	0%	86	86	0	0%		
7	LES - GYNAECOLOGY	64	27	27	0	0%	64	64	0	0%		
8	LES - UROLOGY	31	13	13	0	0%	31	31	0	0%		
9	LES - DIABETES	47	20	20	0	0%	47	47	0	0%		
10	LES - CARE OF OLDER PEOPLE	500	208	285	-77	-37%	500	684	-184	-37%		
OTHER PRIMARY CARE												
11	GP - STATUTORY MEDICAL FEES	84	35	62	-27	-78%	84	148	-64	-76%		
12	DERMATOLOGY (prescribing costs only)	2	1	6	-5	100%	2	8	-6	100%		
13	WILSON WALK IN CENTRE (UNREGISTERED PATIENTS)	1,030	429	423	7	2%	1,030	1,014	16	2%		
OOH AND 111												
14	111 CONTRACT	450	188	188	0	0%	450	450	0	0%		
15	PMS - OUT OF HOURS	1,280	533	533	0	0%	1,280	1,339	-59	-5%		
16	TOTAL PRIMARY CARE	3,974	1,656	1,759	-103	-6%	3,974	4,271	-297	0		
PRESCRIBING												
18	DRUGS BILL CHARGES	650	271	234	37	14%	650	650	0	0%		
19	MEDICINES MANAGEMENT SERVICE PROGRAMME	9	4	-1	4	122%	9	9	0	-2%		
20	DRUGS COSTS	21,962	9,151	9,159	-8	0%	21,962	21,962	0	0%		
21	SCRIPT SWITCH	82	34	34	0	0%	82	96	-14	-17%		
22	TOTAL PRESCRIBING	22,703	9,459	9,426	33	0%	22,703	22,717	-14	0		
23	TOTAL PRIMARY CARE	26,676	11,115	11,185	(70)	-1%	26,676	26,988	(311)	-1%		

Corporate and Estates – Appendix 5

	Merton CCG - CORPORATE & ESTATE COSTS	Budget (M5)	Year to Date (August 14)				Full Year Forecast					
			Plan	Actual	Var	% Var	Plan	Forecast	Var	% Var		
1	CORPORATE COSTS											
2	CCG STAFF RUNNING COSTS	1,875	781	768	14	2%	1,875	1,875	0	0%		
3	CCG OTHER RUNNING COSTS	847	353	279	74	21%	847	847	0	0%		
4	CSU RUNNING COSTS	2,270	946	1009	-63	-7%	2,270	2,270	0	0%		
5	GP IT (SLCSU)	550	229	229	0	0%	550	550	0	0%		
6	CONTINUING CARE TEAM (SLCSU)	326	136	136	0	0%	326	326	0	0%		
7	ISPS (SLCSU)	25	10	41	-31	-295%	25	25	0	0%		
8	INFECTION CONTROL (SLCSU)	30	12	12	0	0%	30	30	0	0%		
9	MEDICINES MANAGEMENT TEAM	295	123	71	52	42%	295	295	0	0%		
10	SAFEGUARDING	76	31	46	-15	-46%	76	76	0	0%		
11	INTERPRETING SERVICES	20	8	8	0	0%	20	20	0	0%		
12	CLINICAL LEADS	345	144	49	95	66%	345	345	0	0%		
13	TRANSFORMATIONAL SERVICE MANAGERS	368	153	121	32	21%	368	368	0	0%		
14	NELSON LOCAL CARE CENTRE	0	0	32	-32	0%	0	91	-91	0%		
15	PATIENT AND PUBLIC ENGAGEMENT	29	12	0	12	100%	29	29	0	0%		
16	LEVIES	0	0	0	0	0%	0	68	-68	0%		
17	DEPRECIATION	0	0	0	0	0%	0	0	0	0%		
18	PRIMARY CARE TRAINING	20	8	0	8	100%	20	20	0	0%		
19	TOTAL CORPORATE COSTS	7,075	2,948	2,801	147	0	7,075	7,234	-159	0		
20	ESTATE COSTS											
21	PROPERTY RUNNING COSTS	627	261	85	177	68%	627	203	424	68%		
22	TOTAL ESTATE COSTS	627	261	85	177	1	627	203	424	1		
23	TOTAL CORPORATE AND ESTATE COSTS	7,702	3,209	2,885	324	10%	7,702	7,437	265	3%		

Reserves – Appendix 6

	Codes	Merton CCG - Reserves & Other	Budget (M5)	Year to Date (August 14)				Full Year Forecast					
				Plan	Actual	Var	% Var	Plan	Forecast	Var	% Var		
1		RESERVES AND OTHER											
2	185261	CCG SLA RESERVE	1,757	732	0	732	100%	1,757	522	1,235	70%		
3	185281	CONTINGENCY (0.5%)	1,081	451	0	451	100%	1,081	1,081	0	0%		
4	185281	NON RECURRENT FUND (1.5%)	3,138	1,307	1,247	60	5%	3,138	3,138	0	0%		
5	185306	NETA RESERVE	658	274	0	274	100%	658	658	0	0%		
6		TOTAL RESERVES	6,634	2,764	1,247	1,517	0%	6,634	5,399	1,235	19%		

QIPP DASHBOARD – Appendix 7

ID	Transformational and transactional	PROJ. DESCRIPTION	GROSS QIPP SAVINGS			PROJECT COSTS			NET QIPP SAVINGS			Movement in Month (£000s)	Full Year Forecast (£000s)	NET FOT (RAG RATED) (£000s)
			Planned YTD (£000s)	Actual YTD (£000s)	Variance YTD (£000s)	Planned YTD (£000s)	Actual YTD (£000s)	Variance YTD (£000s)	Planned YTD (£000s)	Actual YTD (£000s)	Variance YTD (£'000s)			
1	Transformational	Expansion of CPAT	90	90	-	-	-	-	90	90	-	-	300	G
2	Transformational	Review and Development of Intermediate Care Beds	-	-	-	-	-	-	-	-	-	-	62	G
3	Transformational	Inreach nursing	6	37	(31)	-	-	-	6	37	(31)	31	49	G
4	Transformational	Development of HARI	-	-	-	-	-	-	-	-	-	-	120	G
4	Transformational	Care delivery by Locality based MDT	35	35	-	-	-	-	35	35	-	-	120	G
5	Transformational	MSK - deliver on appropriate pathway	78	-	78	41	-	41	37	-	37	(84)	97	A-R
6	Transformational	Cardiology - new models of care	29	-	29	13	-	13	16	-	16	-	-	B
7	Transformational	Respiratory - Reduce attendances at Hospital	17	-	17	-	-	-	17	-	17	(40)	-	B
8	Transformational	Dermatology - Review & Redesign Dermatology	36	-	36	25	-	25	10	-	10	-	-	B
9	Transformational	DESP Surveillance Clinic	-	-	-	-	-	-	-	-	-	5	5	G
10	Transformational	Diabetes- Tier 3	11	5	7	-	-	-	11	5	7	(6)	56	A-R
11	Transformational	Care Homes Pharmacy	5	-	5	25	-	25	(20)	-	(20)	18	48	G
12	Transformational	Prescribing Workstreams & Clinical Interventions	238	219	20	0	-	0	238	219	19	(20)	380	G
13	Transformational	Nutrition	-	-	-	20	3	17	(20)	(3)	(17)	16	1	R
14	Transformational	MMT Care Homes	-	-	-	-	-	-	-	-	-	-	60	G
15	Transactional	Mental Health Contracts	145	175	(30)	-	-	-	145	175	(30)	-	523	G
16	Transactional	Mental Health Placement Review	100	75	25	-	-	-	100	75	25	0	400	G
17	Transactional	Continuing Care	72	72	0	-	-	-	72	72	0	-	173	G
18	Transactional	Acute Challenges	587	587	-	-	-	-	587	587	-	-	1,406	G
19	Transactional	Curtailing Growth	1,163	1,163	-	-	-	-	1,163	1,163	-	-	2,790	G
			2,611	2,458	154	125	3	121	2,487	2,454	32	(79)	6,590	

INVESTMENT DASHBOARD – Appendix 8

	INVESTMENT CATEGORY	PROJ. DESCRIPTION	Lead	Total Investment (£000s)	Planned YTD (£000s)	Actual YTD (£000s)	Variance YTD (£000s)	Planned (£000s)	FOT (£000s)	Variance (£000s)	NET FOT (RAG RATED) (£000s)
1	BCF	Integrated locality teams (trfd to reserves)	A Bunka	-	-	-	-	-	-	-	B
2	BCF	Integrated Complex Older Patients Pathway (ICOPP)	A Bunka	104	43	23	20	104	94	10	A-G
3	BCF	Dementia nurses	A Bunka	300	125	-	125	300	150	150	A-R
4	BCF	Expert Patient Programme	A Bunka	96	40	19	21	96	96	-	G
5	BCF	Telehealth	A Bunka	96	40	-	40	96	-	96	B
6	BCF	Rapid Response Team at ESH and STAR team at STG's	A Bunka	200	83	-	83	200	100	100	A-R
7	BCF	Community Preventions Admissions Team (CPAT) - Nursing homes (trfd to reserves)	A Bunka	-	-	-	-	-	-	-	G
8	BCF	Prevention of admission (step up beds)	A Bunka	245	102	-	102	245	123	123	A-R
9	BCF	Step down beds	A Bunka	245	102	-	102	245	123	123	A-R
10	BCF	In reach into St George's - 72 hr intensive rehabilitation	A Bunka	150	63	50	13	150	150	-	G
11	BCF	Increased night nurses to support carers	A Bunka	66	27	-	27	66	33	33	A-R
12	BCF	Interface Geriatricians	A Bunka	109	45	-	45	109	109	-	G
13	BCF	OPARS	A Bunka	50	21	-	21	50	50	-	G
		Reserves		381	159	-	159	381	-	381	R
14		Total		2,041	850	92	759	2,041	1,026	1,015	A-R
15											
16	QIPP	Funding for cardiology QIPP plan	C Charlton	58	24	-	24	58	-	58	B
17	QIPP	MSK	C Charlton	137	57	-	57	137	-	137	B
18	QIPP	Dermatology	C Charlton	114	48	-	48	114	-	114	B
19	QIPP	Care homes pharmacy	S Agama	60	25	-	25	60	27	33	R
20	QIPP	Prescribing workstreams and clinical interventions	S Agama	1	0	-	0	1	1	0	A-R
21	QIPP	Nutrition	S Agama	49	20	3	17	49	29	20	A-R
22		Total		419	175	3	171	419	56	363	R
23											
24	Other	Dementia screening	L Mascarahas	103	43	-	43	103	103	-	G
25	Other	Additional resource in LP	L Mascarahas	50	21	-	21	50	50	-	G
26	Other	Bereavement services for bereaved parents	C Charlton	26	11	-	11	26	-	26	B
27	Other	Bereavement services	C Charlton	60	25	-	25	60	60	-	G
28	Other	IVF	C Charlton	800	333	-	333	800	311	489	R
29	Other	Cardiology - Rehab	C Charlton	-	-	-	-	-	31	(31)	G
30	Other	LES - Care of Older People	L Jackson	500	-	74	(74)	500	685	(185)	G
30		Total		1,539	433	74	359	1,539	1,240	299	G
	PROGRAMME TOTAL (£000s)			3,999	1,458	169	1,288	3,999	2,322	1,677	