

Agenda Item 2ci

Report to:	Board of Directors	6 September 2018
Report from:	Chief Operating Officer	
Principal Objective/ Strategy and Title	Activity Recovery Action Plan	
Board Assurance Framework Entries	FSRA BAF (Unable to maintain financial, operational and clinical sustainability)	
Regulatory Requirement	Regulator Licensing and Regulator Requirements	
Equality Considerations	Equality has been considered but none believed to apply	
Key Risks	Performance and Income Delivery.	
For:	For discussion	

1. Purpose

At the end of Q1 (data pull up to and including 5th July), discharges are 6% behind plan and 5% behind 2016/17. This is driving an adverse Q1 clinical income variance of 1% to plan. The purpose of this paper is to present the activity recovery action plan which has been designed to address activity shortfall.

2. Background

The Trust's average run rate is 461 discharges per week compared to an average weekly run rate of 484 in 2016/17 and a planned average weekly run rate of 493. The shortfall in delivered activity is reflected at speciality level as follows:

- **Cardiac surgery** – inpatient activity is down 42 cases / 7%, driven by pumps activity which is 94 cases / 18% behind plan and £1.0m down from an income perspective / 16%. Day case activity is up 7 cases / 69%.
- **Cardiology** – inpatient activity is down 158 cases / 12% driven by EP and pacing activity which is 38% and 21% behind plan respectively. Day case activity is up 96 cases / 11% driven by EP which is 119 cases / 178% above plan. EP income is down overall due to £413k of pass through devices being included in the income plan however these devices are now centrally procured through NHSE therefore no income will be earned. This is a pass through charge so the bottom line effect is nil. Excluding these devices, EP income is £65k above plan.
- **RSSC** – inpatient activity is down 97 cases / 10%. Day case activity is down 112 cases / 13%.
- **Thoracic medicine** – inpatient activity is down 47 cases / 11% driven by lung defence activity which is 30 cases / 33% behind plan. Day case activity is down 153 cases / 17% driven by lung defence activity which is 73 cases. 35% behind plan.
- **Thoracic surgery** – inpatient activity is 11 cases above plan / 8%. Day case is 5 cases below plan / 23%. Within this, PTE inpatient activity is up 7 cases / 18%.
- **Transplant/VAD** – inpatient activity is 29 cases below plan / 15% driven by other transplant elective activity. Day case is 32 cases / 87% below plan, again driven by other admitted transplant activity.

3. Recovery Plan

Recovery plans have been designed at directorate level and are detailed in the accompanying action plan.

Recommendations

The Board of Directors is requested to note the update in this paper and approve interventions and actions outlined.