

**Finance and Performance Committee Chair's Report
Public Board Meeting
28 September 2023**

Presented for:	Information and assurance
Presented by:	Gillian Taylor, Chair of the Finance & Performance Committee Simon Worthington, Director of Finance
Author(s):	Gillian Taylor, Chair of the Finance & Performance Committee Victoria Hewitt, Trust Board Administrator
List of meeting dates:	26 July and 30 August 2023

Our Annual Commitments for 2023/24 are:	
Effectively develop and deploy new assets (buildings, equipment, IT)	
Reduce healthcare associated infections	
Improve staff retention	
Deliver the financial plan	✓
Reduce average length of stay by 0.5 days per patient	✓
Achieve the Access Targets for Patients	✓
Support a culture of research	

Key points:	
This summary provides an overview of significant issues of interest to the Board, highlights key risks discussed, key decisions taken, and key actions agreed by the Finance and Performance Committee.	For information and assurance

Risk Appetite Framework			
Level 1 Risk	Level 2 Risks	(Risk Appetite Scale)	Impact
Clinical Risk	Capacity Planning Risk - We will ensure that capacity is planned to meet the demand for elective and non-elective (acute) admissions to our hospitals, managing this risk to provide safe treatment and care to our patients.	Cautious	Moving Towards
Financial Risk	Financial Management & WRP - We will deliver sound financial management and reporting for the Trust, aiming to at least break even, with no material variances to forecast.	Cautious	Moving Towards
Financial Risk	Financial Reporting Risk - We will deliver sound financial management and reporting for the Trust, with no material misstatements or variances to forecast.	Minimal	Moving Towards
Financial Risk	Cash Management - We will retain a minimum balance of £3m in line with requirements for a Trust of our size.	Cautious	Moving Towards
External Risk	Regulatory Risk - We will comply with or exceed all regulations, retain its CQC registration and always operate within the law.	Cautious	Moving Towards

NB. The information within this report is in addition to the Finance and Performance Chairs Report provided in the Board Workshop meeting which contains information restricted from the public domain due to commercial sensitivity

Finance and Performance (F&P) Committee – 26 July 2023

Patient Story

The Committee received a patient story on the innovative use of technology to support the Trust in delivering against its commitments, better utilisation of its resources and improving the patient experience.

The story shared involved a high volume user of healthcare services who also suffered health anxiety in accessing systems and was seeking, but also mistrusting, of services. They required a Supra Pubic Catheter (SPC) change every 12 weeks however pressures in the hospital leading to delays combined with cognitive issues and anxiety often led to failed procedures meaning the model was failing for this individual. The Team had engaged on this issue and created a new model which followed a Nurse led outpatient clinic process, diazepam prescribed by GP, appointment attended with preferred support worker and the use of a VR headset. This model also reduced costs of the procedure from an average £2,372 to £411. The benefits of the VR headset were highlighted within the update and had greatly supported the experience of the patient.

The Committee commended the story, recognising the obvious financial benefits but also the central pillars of patient experience and staff; great story and good example of how finance and patient experience triangulated together.

Finance Report

It was noted that the Q1 Fundamental Financial Review (FFR) was received by the Board on 29 June 2023. At month three the Trust was reporting a deficit of £6.8M with a year-to-date deficit of £15.4M.

The Committee Chair had met with the Director of Finance to review the financial position and outlined the assurances required at the next Committee meeting. The Committees support to the Executive Team oversight of the mitigating action was reiterated, and confirming the Committee would continue to seek assurance and appropriately challenge cost based decisions, with recognition of the challenging landscape the Trust was currently operating in.

The capital programme remained in line with forecast and the Committee received an update on the ongoing capital programmes.

Performance Constitutional Standards Assurance Report (CSAR)

The report provided set out the Trust's performance against the national constitutional standards at month three (reporting on the June 2023 position for all standards with the exception of Cancer Waiting Times which reported on May 2023).

Assurance was received on the actions and mitigations in place to support the Trusts recovery of the standards as it moved through its reset and recovery; the most recent performance data is available via the Integrated Quality and Performance Report (IQPR) at agenda item 12.1.

Deep Dive

The Committee received a deep dive against the latest Bed Occupancy position with the report provided detailing the current occupancy position and summarising the key themes, areas of focus, actions, and opportunities. The Committee received the report, confirmed it had received sufficient assurance and was supportive of the current strategy for improving inpatient flow and discharge.

Elective Care 2023/24 Priorities Review

The report provided assurance that the Trust had completed the required self-certification exercise regarding its delivery in relation to reducing 78ww and CWT 62 day waits. The Committee received the report and confirmed its assurance of the plans in place to address non-compliant areas.

F&P Committee – 30 August 2023

Patient Story - Long Length of Stay: A Patient Story

A patient story was shared which demonstrated the complexity of care required by some of the patients within LTHT which did prolong length of stay and highlighted the extra mile that staff strived for in their care [due to patient identifiable data further detail has been restricted from the public domain].

Performance CSAR

The report set out the Trust's performance against the national Constitutional Standards at month four (reporting on the July 2023 position for all standards with the exception of Cancer Waiting Times which reported on June 2023). Assurance was received on the actions and mitigations in place to support the Trusts recovery of the standards as it moved through its reset and recovery. The Committee explored the impact of industrial action on the performance data, and also reviewed what activity gains could be made in advance of the winter period.

Financial Report

The report provided an update on the Trust's financial position at the end of month four 2023/24 and updated on progress against the three objectives of the Finance the Leeds Way (FtLW) programme; Service and Financial Sustainability, Financial Governance Improvements and Financial Skills Development.

At the end of July 2023, the Trust was reporting a year-to-date deficit of £15M and had achieved an in month surplus of £0.3M which was in line with the NHSE plan. It was reported that the previous month the Executive Team had commenced the process to mitigate the mid-term risk and had pulled together a credible list of mitigations some of which were already reflected in the CSU forecasts.

The Q2 FFR was scheduled to be received at the Board Workshop meeting on 28 September 2023.

Financial Planning Update

The Committee received an update to the five year financial plan and the approach to waste reduction for 2024/25. The Committee received the report, confirmed its assurance on the WRP and planning approach for 2024/25.