

PWYLLGOR ADNODDAU CYNALIADWY SUSTAINABLE RESOURCES COMMITTEE

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| DYDDIAD Y CYFARFOD: DATE OF MEETING: | 21 December 2021 |
| TEITL YR ADRODDIAD: TITLE OF REPORT: | Performance Update for Hywel Dda University Health Board – Month 8 2021/22 |
| CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR: | Huw Thomas, Director of Finance In association with all Executive Leads |
| SWYDDOG ADRODD: REPORTING OFFICER: | Huw Thomas, Director of Finance |

**Pwrpas yr Adroddiad (dewiswch fel yn addas)
Purpose of the Report (select as appropriate)**

Ar Gyfer Trafodaeth/For Discussion

ADRODDIAD SCAA SBAR REPORT

Sefyllfa / Situation

The full performance assurance report is made available in the format of a Power BI dashboard which can be accessed via the following link: [Performance report dashboard as at 30th November 2021.](#)







Due to early reporting this month, some adjustments have been made:

- All data has been reviewed and added to the dashboard. However, narrative has only been requested from service leads for our key deliverable areas that are showing cause for concern
- The deadline for publishing the performance report dashboard on our internet site ([English](#) and [Welsh](#)) is postponed until after the committee meeting to allow time for translation. The dashboard will be made publicly available on our websites on Friday 17th December 2021
- Adding the strategic objective filter to the dashboard has been postponed until January 2022. This change will now be included as part of a wider piece of work to further automate the statistical process control (SPC) calculations using SQL programming and to add measure summaries for each of the six strategic objectives.

Planning objectives have been assigned to all measures. The planning objective reference numbers have been added in brackets at the end of each measure name within the performance assurance report dashboard.

The measures included in the performance assurance report have been reviewed. A paper summarising the changes can be accessed [Performance Assurance Report – Measure changes planned for December 2021](#). Measures no longer included in the Delivery Framework are being stood down and the new Improving Together outcome, qualitative and quantitative measures are being incorporated. In relation to this committee, Individual Patient Funding Requests and Continuing Health Care are no longer reported as part of the Performance Assurance Report.

Within the dashboard, each SPC chart produces two types of icons i.e. one for variation and another for assurance:

| | |
|--|---|
| VARIATION How we are doing over time |  Special cause concerning variation = a decline in performance that is unlikely to have happened by chance |
| |  Common cause variation = a change in performance that is within our usual limits |
| |  Special cause improving variation = an improvement in performance that is unlikely to have happened by chance |
| ASSURANCE Performance against target |  We will consistently fail the target until improvement actions are identified and successfully embedded |
| |  We will randomly hit and miss the target until improvement actions are identified and successfully embedded |
| |  We will consistently hit the target |

* The assurance icon is not shown for the small number of metrics that do not have a target.

There are two short videos available to explain more about SPC charts:

- [Why we are using SPC charts for performance reporting](#)
- [How to interpret SPC charts](#)













If assistance is required in navigating the Performance Assurance Report dashboard, please contact the Performance Team - GenericAccount.PerformanceManagement@wales.nhs.uk.

Cefndir / Background

The final NHS Wales Delivery Framework 21/22 (<https://hduhb.nhs.wales/about-us/performance-targets/our-performance-areas/monitoring-our-performance/>) published in October 2021 has migrated and modelled on 'A Healthier Wales' quadruple aims as part of the 'Single Integrated Outcomes Framework for Health and Social Care'. New metrics have been added and a number have either been amended or retired. A summary of the changes can be found [here](#).

Asesiad / Assessment

Position at 30th November 2021

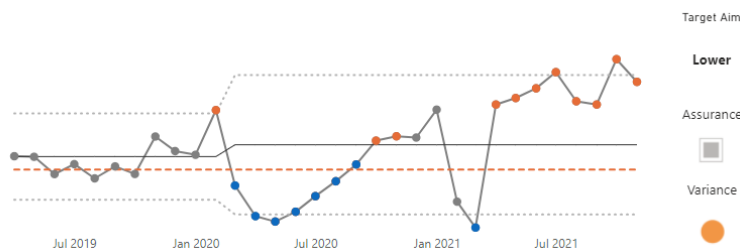
| Measure | Target | Latest data | Variance | Assurance |
|-------------------------------|--------|---------------|---|---|
| Financial deficit (in month) | £2.1m | £2.0m |  | n/a |
| Capital resource (YTD) | 0 | 0 |  |  |
| Cash expenditure < cash limit | n/a | -£2.5m |  | n/a |
| Savings plan (YTD) | 100% | 116% |  |  |
| Variable pay (in month) | £4.8m | £7.2m |  |  |
| Non-NHS invoices | 95% | 93% |  |  |
| Agency spend | 5% | 7.5% |  |  |

* These quarterly/annual measures do not have enough data points (15+) to produce an SPC chart.

Finance – Agency spend

High agency spend continues for premium agency Medical and Nursing staff due to high vacancies, absence cover and continued pressures in emergency departments across the four acute sites. Workforce issues will be further discussed at the Systems Engagement meetings. A potential improvement as a consequence of the implementation of the Allocate roster system is anticipated. Reduction in variable pay is a key strategic aim for the Workforce department.

Agency spend as % of total pay



Performance in November 2021 shows special cause concerning variation. Review of agency spend is continually monitored. Expected performance is between 3% and 8%.

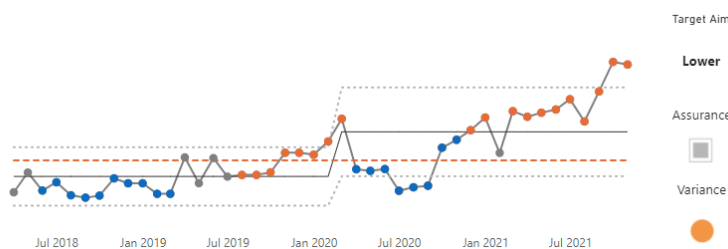
Finance – Variable pay

High variable pay costs are being incurred across a wide range of staff professions due to a combination of high vacancy rates, absence cover for leave and continued pressures across all four acute sites' emergency departments. Nurse Agency expenditure continues its upward trajectory as pressures continue in Unscheduled Care. This has been further impacted by the recognition of enhanced rates of payment made to Specialist categories.

The Executive agreement to offer enhanced rates of overtime to substantive and bank staff is also impacting on the variable pay position. The local agreement, in respect of enhanced rates, is planned to continue to the 31st December 2021. A national scheme is scheduled to commence from 1st January to 31st March 2022.

Workforce issues are discussed in Systems Engagement meetings. Potential improvement as a consequence of the implementation of the Allocate roster system. Reduction in variable pay is a key strategic aim for the Workforce department.

Variable pay £m



Performance in November 2021 shows special cause concerning variation. Review of variable pay is continually monitored. Expected performance is between £4m and £7m.

Argymhelliad / Recommendation

The Committee is requested to consider the SRC measures from the Performance Assurance Report and advise of any issues arising, including issues that need to be escalated to the January 2022 Public Board meeting.

| Amcanion: (rhaid cwblhau) Objectives: (must be completed) | |
|---|--|
| Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor: | <p>2.1 Provide assurance on financial performance and delivery against Health Board financial plans and objectives and, on financial control, give early warning of potential performance issues, making recommendations for action to continuously improve the financial position of the organisation, focusing in detail on specific issues where financial performance is showing deterioration or there are areas of concern.</p> <p>2.2 To receive an assurance on delivery against all relevant Planning Objectives falling in the main under Strategic Objective 6 Sustainable Use of Resources (See Appendix 1), in accordance with the Board approved timescales, as set out in HDdUHB's Annual Plan.</p> |
| Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score: | Risks are outlined throughout the report |
| Safon(au) Gofal ac Iechyd: Health and Care Standard(s): | All Health & Care Standards Apply |
| Amcanion Strategol y BIP: UHB Strategic Objectives: | All Strategic Objectives are applicable |
| Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2018-2019 | 9. All HDdUHB Well-being Objectives apply |

| Gwybodaeth Ychwanegol: Further Information: | |
|--|---|
| Ar sail tystiolaeth: Evidence Base: | NHS Wales Delivery Framework 2021-22 |
| Rhestr Termiau: Glossary of Terms: | Contained within the body of the report |
| Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Adnoddau Cynaliadwy: Parties / Committees consulted prior to Sustainable Resources Committee: | Finance |

| Effaith: (rhaid cwblhau) Impact: (must be completed) | |
|---|---|
| Ariannol / Gwerth am Arian: Financial / Service: | Better use of resources through integration of reporting methodology |
| Ansawdd / Gofal Claf: Quality / Patient Care: | Use of key metrics to triangulate and analyse data to support improvement |
| Gweithlu: Workforce: | Development of staff through pooling of skills and integration of knowledge |
| Risg: Risk: | Better use of resources through integration of reporting methodology |
| Cyfreithiol: Legal: | Better use of resources through integration of reporting methodology |
| Enw Da: Reputational: | Not applicable |
| Gyfrinachedd: Privacy: | Not applicable |
| Cydraddoldeb: Equality: | Not applicable |