

Sandwell and West Birmingham NHS Trust

Board Committee Chair's Report

Meeting:	Finance Investments and Performance Committee
Chair:	Mike Hoare
Date:	29 th April 2022
Present:	<p>Members: Mike Hoare Non-Executive Director (Chair), Mick Lavery Non-Executive Director, Dinah McLannahan Chief Finance Officer, Rachel Hardy Non-Executive Director, Liam Kennedy Chief Operating Officer</p> <p>In Attendance: Dave Baker, Director of Partnerships and Innovation, Paul Stanaway Assoc. Director of Finance, Simon Sheppard Director of Operational Finance</p>

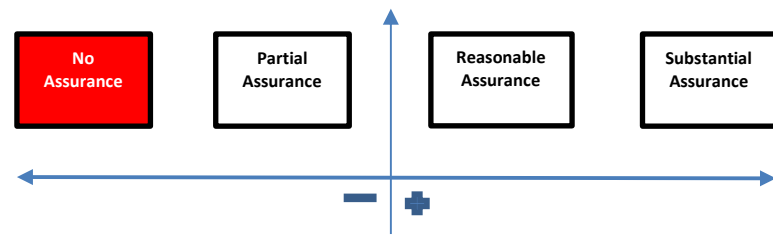
Key points of discussion	
1.	<p>Month 12 Finance Report, incl Forecast Outturn</p> <p>Chair's opinion: The Committee discussed the month 12 and pre-mil full year position with a surplus of £5.18m, which is slightly above the forecast submitted to the ICS. It was noted that the trust finished with a £54.9m closing cash balance, which includes £18.2m of PDC for MMUH. We also discussed that work is still required to get to a position in the coming years which is sustainable</p> <div style="text-align: right; border: 1px solid black; background-color: green; color: white; padding: 2px; width: fit-content;">Good Assurance</div>
2.	<p>MMUH Financial Update (Construction)</p> <p>Chair's opinion: The committee discussed the latest position and associated updated from March's committee. The March committee confirmed the gap of Circa £2.2m had been closed and the report presented a balanced plan. Within the plan there is an allocation of approximately £1.87m of costs assumed to cover off potential risks.</p> <p>FIPC was also asked to PRE-APPROVE the £246k of instructions which are likely to fall due within the next month due to higher than expected costs.</p> <p>The committee also discussed the issues surround further inflation and any knock-on effects of further re-planning.</p> <div style="text-align: right; border: 1px solid black; background-color: green; color: white; padding: 2px; width: fit-content;">Good Assurance</div>

* See below for assurance classification

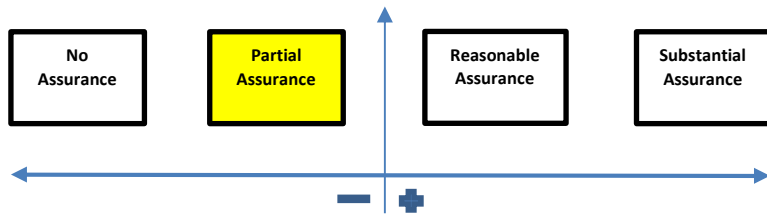
3.	22/23 Plan	
	Chair's opinion: The committee discussed at length the 22/23 plan and the interlock with the overall system and neighbouring Trusts. Further work is required to ensure the additional income that is required can be delivered given the current challenges within the trust.	Partial Assurance
4.	MMUH - comparison of plans to FBC 2019	
	Chair's opinion: The committee discussed the contents of the paper and particularly the breakdown of the items within. The committee challenged a number of these prior to this paper being presented at the MMUH opening committee.	Good Assurance
5.	MMUH delay costs	
	Chair's opinion: The committee challenged the breakdown of the delay costs and discussed some in detail. The committee suggested further detail on a couple of the items to help the MMUH opening committee with approval prior to being presented to the board.	Good Assurance
6. 6	Planned Care	
	Chair's opinion: The paper presented a position that we are starting to see an improvement in all areas of planned care. The committee should noted that there has been an increase in Covid numbers throughout March and April and this has an an impact on the improvement figures. The committee also noted that there may be a further impact of the Trusts performance due to the large backlogs in Neighbouring ICS's.	Good Assurance
7. 7	EAS Performance Update	
	Chair's opinion: The Committee discussed the performance for EAS during March. There is still a distinctive difference across our two main EDs in both the demand and performance. Both sites ambulance hand over within 15 minutes deteriorated in month as did the number of ambulances held over 60 minutes. The committee challenged the proposed changes to help reduce dand support the improvements required including the shirt stay assessment unit at Sandwell Committee is asked to note the introduction of a more consistent SDEC service and short stay assessment unit on the Sandwell site.	Partial Assurance
8.	Pharmacy - drugs spend analysis	
	Chair's opinion: - The committee discussed and challenged contents with a focus on the ability for the clinical teams to enable effective drug swap outs. There are a number of challenges in enabling this to help reduce the associated costs. The Committee discussed whether we have the appropriate controls in place to ensure this is achieved safely and in a timely manner.	Good Assurance
9.	Board Level Metrics and Accountabilities Report	

	<p>Chair's opinion: The committee focused on the continue high sickness levels and the plans being put in place to address this. These continued levels have a major impact on the performance of the Trust and it's ability to hit both financial and clinical targets.</p>	<p>Partial Assurance</p>
9.	<p>Digital Strategy</p> <p>Chair's opinion: The committee discussed the digital strategy and how this aligns to the overall trust focus areas. Further work is required to bring it to life and also required the alignment to the finance structure to ensure that the correct funds are available.</p>	<p>Good Assurance</p>
<p>Positive highlights of note</p>		
<ul style="list-style-type: none"> • The month 12 and 21/22 full year position. • The Digital Strategy and progress being made • 		
<p>Matters of concern or key risks to escalate to the Board</p>		
<ul style="list-style-type: none"> • The system impacts to the trust for 22/23 • Continued sickness levels and the ability to recruit key roles 		
<p>Matters presented for information or noting:</p>		
<ul style="list-style-type: none"> • The MMUH business case and delay costs to be discussed at the MMUH opening committee and then to board 		
<p>Decisions made:</p>		
<ul style="list-style-type: none"> • 		
<p>Actions agreed:</p>		
<ul style="list-style-type: none"> • 		

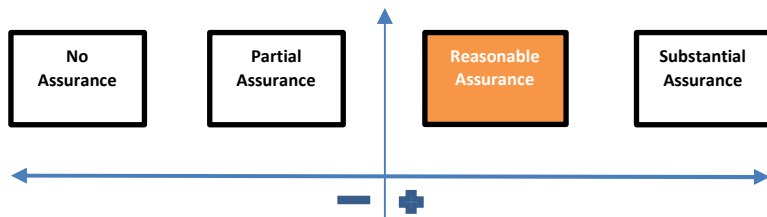
Assurance classification



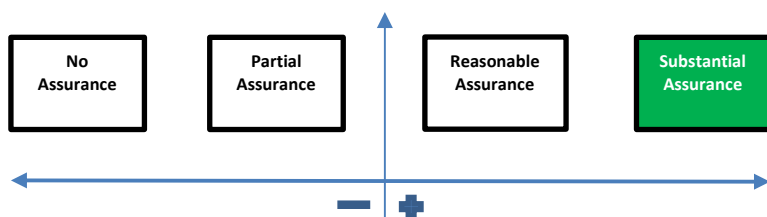
Management cannot clearly articulate the matter or issue; something has arisen at Committee for which there is little or no awareness and no action being taken to address the matter; there are a significant number of risks associated where it is not clear what is being done to control, manage or mitigate them; and the level of risk is increasing.



There is partial clarity on the matter to be addressed; some progress has been made but there remain a number of outstanding actions or progress against any plans so will not be delivered within agreed timescales; independent or external assurance shows areas of concern; there are increasing risks that are only partially controlled, mitigated or managed.



There is evidence of a good understanding of the matter or issue to be addressed; there are plans in place and these are being delivered against agreed timescales; those that are not yet delivered are well understood and it is clear what actions are being taken to control, manage or mitigate any risks; where required there is evidence of independent or external assurance.



There is evidence of a clear understanding of the matter or issue to be addressed; there is evidence of independent or external assurance; there are plans in place and these are being actively delivered and there is triangulation from other sources (e.g. patient or staff feedback)