

The background of the slide is a stage with golden, vertically pleated curtains. A spotlight shines from above, creating a bright circular area on the white background where the text is located. The stage floor is dark and reflective, with some light rays visible.

Leading Value Based Healthcare

- **STH approach to financial efficiency for 19/20 and 20/21.**
- **Widening who is involved in efficiency savings to all staff, clinical and non-clinical**

The background of the image is a stage with heavy, golden-yellow curtains. The curtains have a scalloped top edge and are drawn back to reveal a red rectangular sign in the center. The sign has a thin gold border and contains white text. The text consists of a large pound symbol (£) on the left, followed by the words "THE", "PRICE", and "IS RIGHT" stacked vertically on the right.

£ THE
PRICE
IS RIGHT



COME
ON
DOWN!!

Pair of Crutches £?????



Pair of Crutches £?????



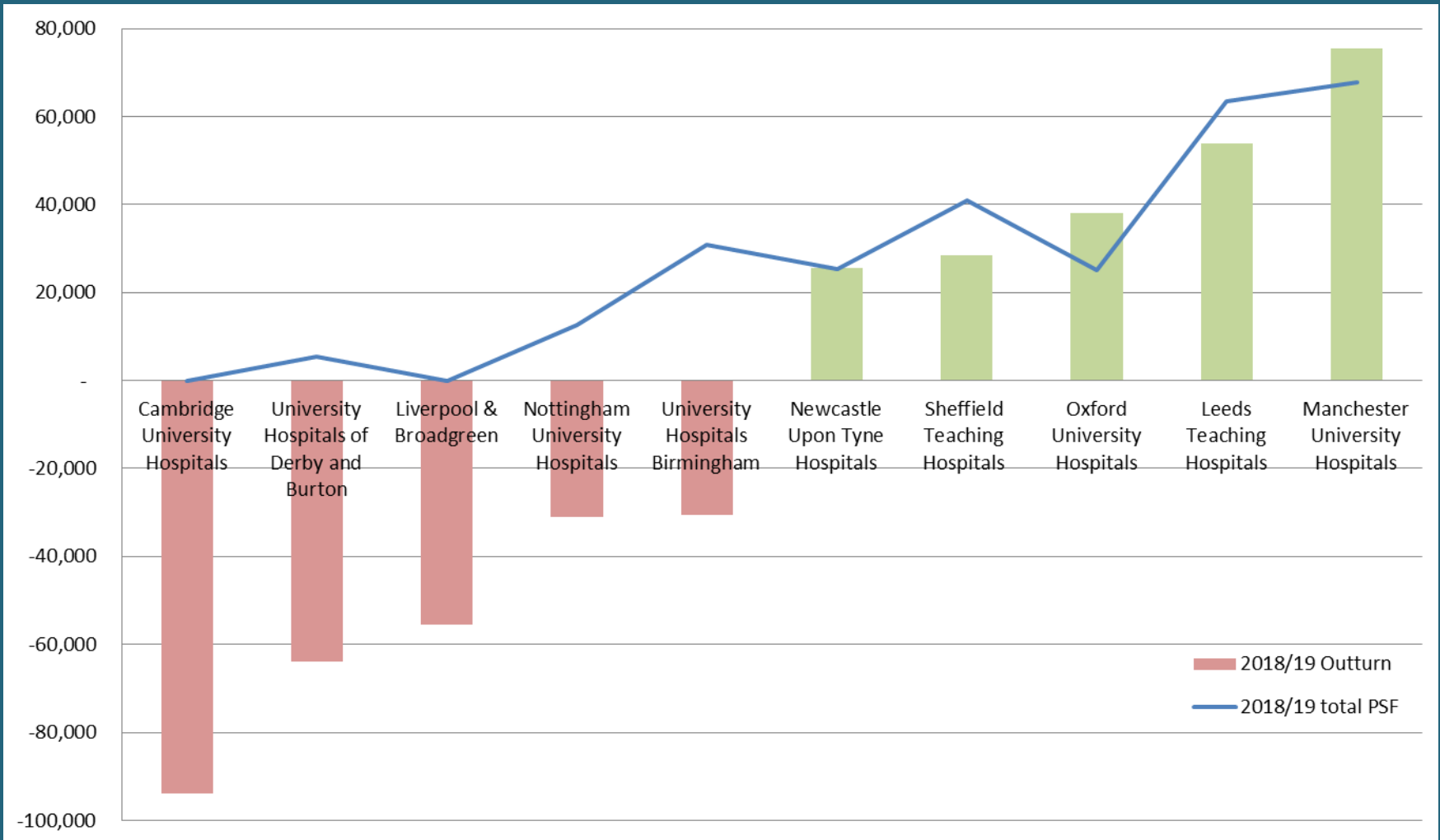
Pair of Crutches £9.60





How Are We Doing?

2018/19 – How do we compare?



Cambridge University Hospitals NHS FT – Financial Performance





Sheffield Teaching Hospitals
NHS Foundation Trust

What happens when it all goes wrong?





£12.2m of 'high risk' repairs needed at Cambridge University Hospitals NHS Trust

The Trust's data records 49 incidents of patients being harmed or put at risk due to infrastructure problems over the past financial year

by **Kiran Khanom**

Friday November 2 2018,
12:00am



8 shares





Trust digital maturity revealed (at last)

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ROYAL LIVERPOOL AND BROADGREEN UNIVERSITY HOSPITALS NHS TRUST

Turnaround director for troubled acute trust

By Lawrence Dunhill | 15 March 2019



14 Comments



- > Michael Wright will join Royal Liverpool and Broadgreen University Hospitals Trust next week
- > Appointment comes amid several board changes, including a new interim chief executive

DERBY TEACHING HOSPITALS NHS FOUNDATION TRUST

FT loses £59m windfall to other trusts

By Lawrence Dunhill | 13 June 2019



4 Comments



- > University Hospitals of Derby and Burton Foundation Trust was in line for a bumper payment from the national “provider sustainability fund”
- > FT expected to significantly surpass its 2018-19 financial target thanks to a major asset sale
- > But this has been scuppered by a “late audit adjustment” and £59m has instead been distributed to others

What is a P&E scheme?

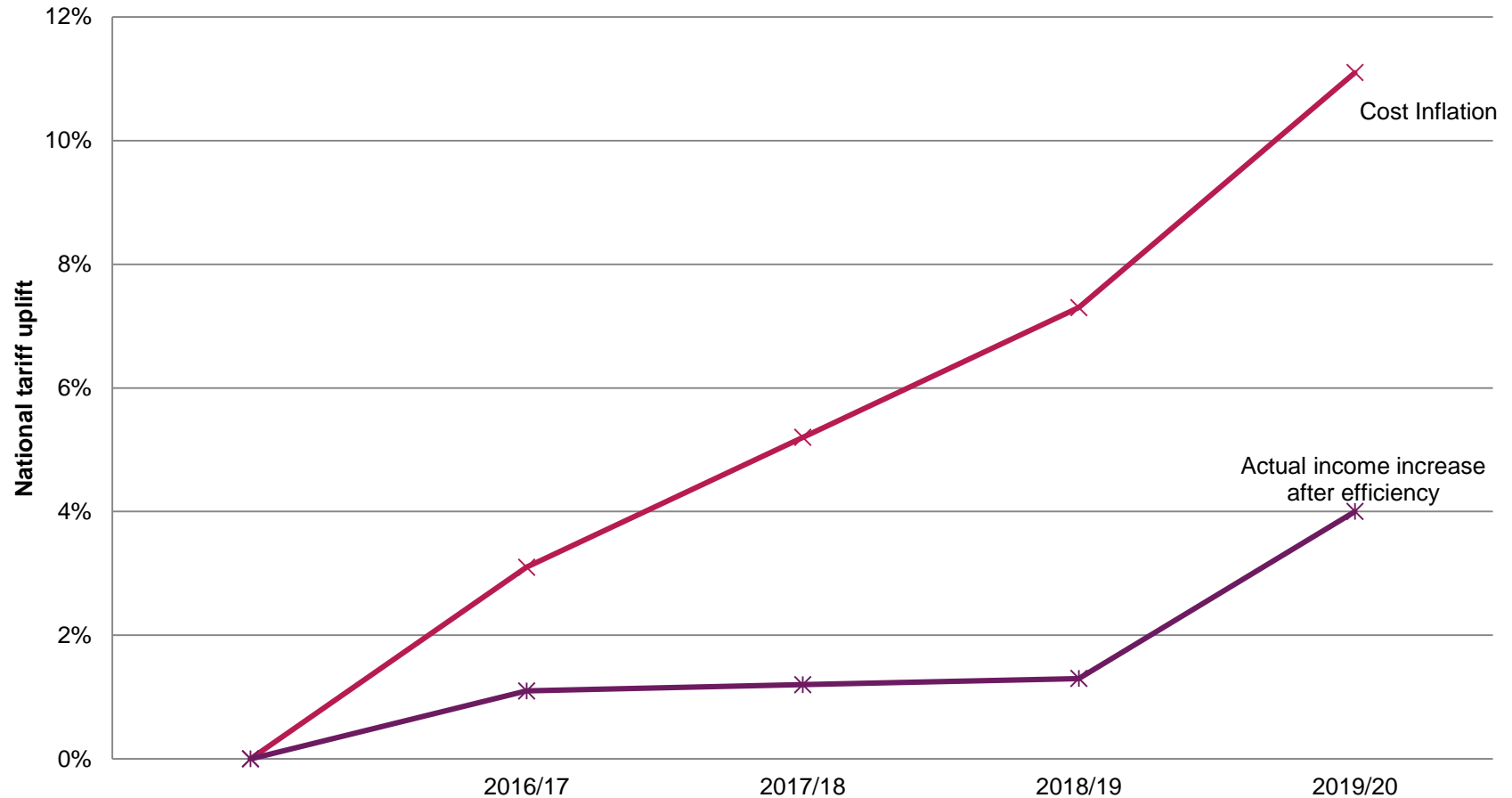
- **A plan or project aimed at increasing productivity & or efficiency**
- Often known as Cost Improvement Programmes or 'waste reduction'
- The need to deliver services more efficiently each year – **a national requirement**
- Each Directorate has to do one or more of the following each year compared to last:
 - **Deliver services at lower cost**
 - **Deliver more activity for the same or lower cost**
 - **Reduce/redesign or cease delivery of activity which costs more than the income it generates, or could generate even more**
- It is about **improving the 'run rate'** – improving I&E compared to last year
- There is likely to be a **lead in time** – so schemes may have a Part Year Effect (PYE) and Full Year Effect (FYE). **Recurrent savings** are key.

Finance and P&E – what is the link at a Trust wide level?

- Primary focus is on maintaining a sustainable I&E position, which allows us freedom to invest in our services.
- Each year, the payment for services reduces. Efficiency has to be delivered just to '**stand still**' in financial terms.
- In any given year, the Trust has to deliver financial improvement against:
 - The national efficiency requirement for the year (plus previous undelivered)
 - Unfunded cost pressures/income losses
 - Headroom to invest in service development.
- Delivery of efficiency is key to strong overall financial performance – but it is not the only driver of it.

So.... What does this mean?

National income and cost uplifts



The P&E target for STH for 2019/20 is £21.5m - around 2.5% of our total expenditure.

This is higher than the national target (1.1%) because:

- ✓ **We have additional cost pressures not funded in tariff.**
- ✓ **We need to create headroom for investment.**
- ✓ **Reducing levels of income/margin following recent tenders.**
- ✓ **Education & Training income has reduced c. £20m over last 7 years.**
- ✓ **CQUIN income losses - £1.6m baseline funding 18/19 not achieved**
- ✓ **Commissioner QIPP**
- ✓ **Reduced activity growth generally.**

The Four Pillars of Leading Value Based Healthcare



INFORMATION



STAFF ENGAGEMENT



FINANCE



PLANNING

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£ THE
PRICE
IS RIGHT

Ward bed



£308

£513

Ward bed



£308

£513



Information

**PROUD
TO MAKE A
DIFFERENCE**

SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST



Themes that indicate an opportunity to improve

Waste

- Anything that is not of value to the patient, relative or referrer or is not required for regulation/law.

Work flow

- Bottlenecks or obstacles. Batching of work.

Inventory

- Over-stocking or not storing items correctly.

Work Environment

- Excess movement, ineffective lay-out.

Patient/hospital interface

- Not communicating clearly , in the correct way or in a timely manner with patients.

Time

- Waiting times, delays, appointment times not fitting need.

Variation

- Lack of predictability over quality or service. High variation in standards, times or outcomes.

Errors

- Having multiple checks or tasks associated with multiple errors. This becoming the norm and accepted.

LEADING VALUE BASED HEALTHCARE



EXAMPLES OF WASTE	NOTES	WHERE HAVE YOU SEEN THIS?
Re-work/Error	Producing something or doing something with errors that someone else has to fix or check later on. Spending excessive time checking for errors.	
Movement	Moving things from one place to another unnecessarily. Staff spending lots of time moving from place to place.	
Stock	Things that are thrown away due to being out of date or surplus to requirements. Holding too much stock of some things or too little of other things resulting in running out.	
Waiting	Red days; anything that involves patients or staff waiting for something to happen.	
Process waste	Doing things that are unnecessary or don't add any value to anyone or anything. Often done because we've always done it this way.	
Repetition	Doing the same thing more than once or repeating something that someone else has already done.	
Over-specification	Equipment that exceeds our needs - platinum when gold or silver will do.	
Over-production	Making or producing too much of something	