



CÙRAM IS SLÀINTE NAN EILEAN SIAR

WESTERN ISLES HEALTH AND SOCIAL CARE PARTNERSHIP

Integrated Joint Board - Financial monitoring report for 19/20

Introduction

The financial monitoring report provides an overview of the Integrated Joint Board's financial position for the year 19/20. It contains the following sections:

1. Key Figures and Comments
2. Income and Expenditure
3. Chief Officer's Administration and Management budgets
4. Head of Locality Services budgets
5. Head of Partnership Services budgets
6. Head of Dental Services budgets
7. Head of Mental Health budgets
8. Associate Medical Director budgets
9. Alcohol and Drugs Partnership
10. NHS Set Aside budgets
11. Glossary

1. Key Figures and Comments

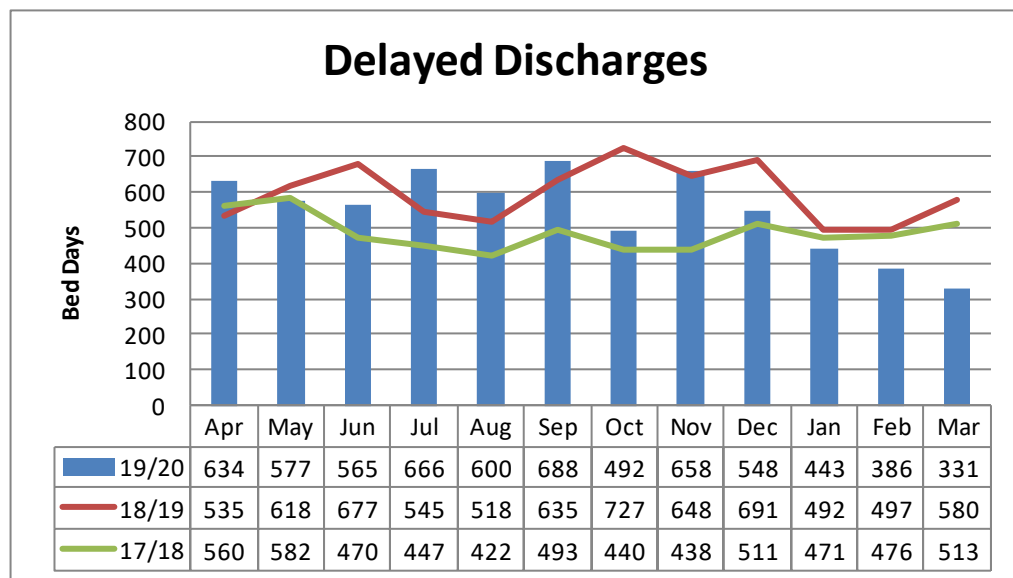
	Year To Date Month 12			Full Year Projection		
	Budget	Actual	Variance	Budget	Projection	Variance
	Under/(over)			Under/(over)		
	£'000	£'000	£'000	£'000	£'000	£'000
NHS	42,245	43,523	(1,278)	42,245	43,523	(1,278)
CnES	20,615	20,980	(365)	20,615	20,980	(365)
Transfer from General Reserves		(1,007)	1,007		(1,007)	1,007
Transfer from Earmarked Reserves		(636)	636		(636)	636
	62,860	62,860	(0)	62,860	62,860	(0)

Variations

- 1.1 This report reflects the year end position and any variations that have occurred.
- 1.2 The Board is showing an overspend of **£1,643k** and a projected year end break-even position once budgeted reserves, general reserves and earmarked reserves have been applied. The earmarked expenditure had always assumed that funding was being held on the balance sheet specifically for this expenditure only and therefore not a true overspend or variance. The overspend relating to normal activities is **£1,007k** which can be funded for 19/20 from general reserves and has been reported throughout the financial monthly monitoring. Covid 19 has not affected the out-turn position for 19/20.
- There is an overspend of **£209k** due in part to agency staff that have been employed to cover many of the vacancies within Homecare Services. Agency Staff costs are higher than substantive posts.
 - Adult and Support Services are underspent by **£127k** due to underspends on complex packages of care off set by some agency use.
 - Assessment and Care Services are underspent by **£105k** due to vacancy savings and a direct payment underspend.
 - Commission and Partnership services overspend of **£129k** is due to an increase in spot purchases and external commissioned homecare in Uist offset in part by increased income from the independent care homes.
 - There are a number of management/specialist nursing vacancies within the Community Nursing budget which resulted in the year end underspend of **£266k**
 - The mental health nursing budget is underspend by **£294k**. This was due to a delay in recruiting as part of the mental health redesign.
 - The medical consultant and specialised doctor budgets are overspent by £700k. The Board has to employ high cost locums specifically in the specialist doctor rota (covering out of hours to cover vacancies and ensure A&E targets are met).
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- There is an overspend on mental health consultants relating to the employment of a high cost psychiatrist working a one in two rota of £161k.
- The Board has an overspend of **£336k** on adult off island mental health placements despite increasing the budget for 2019/20 and achieving the discharge of one long term patient.
- The acute IJB nursing budget is showing a year end overspend of **£383k**. There is high use of bank in the Medical Wards to cover both sickness and special leave and to meet clinical demand, i.e. wards working at capacity, with some contingency beds open

1.3 Delayed discharges were high during the year but reduced in February and March when Social Care colleagues and Health colleagues worked together to discharged delays into care homes as part of the release of beds for the Covid 19 pandemic.



Efficiency Savings

1.9 The Integrated Joint Board's cash efficiency target is £1,815k, this is the IJB required efficiency savings.

1.10 The Board achieved £1,735k of these savings..

2. Income and Expenditure Summary

Sections 2-9 of this report provide further detail on the operational position

Income & Expenditure at Month 12	Year to Date			Full Year Projection		
	Budget	Actual	Variance under/ (over)	Budget	Actual	Variance under/ (over)
	£'000	£'000	£'000	£'000	£'000	£'000
Expenditure						
Chief Officer - Management	1,551	2,122	(571)	1,551	2,122	(571)
Head of Locality Services	19,702	19,486	216	19,702	19,486	216
Head of Partnership Services	12,801	12,853	(52)	12,801	12,853	(52)
Head of Dental Services	2,823	2,783	40	2,823	2,783	40
Head of Mental Health Services	2,929	2,795	134	2,929	2,795	134
Associate Medical Director	15,937	15,996	(59)	15,937	15,996	(59)
Alcohol and Drugs Partnership	569	573	(4)	569	573	(4)
Acute Set Aside	6,548	7,895	(1,347)	6,548	7,895	(1,347)
Reserves - General and Earmarked	0	(1,643)	1,643	0	(1,643)	1,643
Total Net Cost	62,860	62,860	(0)	62,860	62,860	(0)

- 2.1 The above table shows the IJB's overall spending position at the yearend analysed by Heads of Service. Subsequent sections give more detail on each of the lines shown above.

3. Chief Officer Administration and Management

Chief Officer - Management at Month 12	Year to Date			Full Year Projection		
	Budget	Actual	Variance under/ (over)	Budget	Actual	Variance under/ (over)
	£'000	£'000	£'000	£'000	£'000	£'000
Community Management	901	1,180	(279)	901	1,180	(279)
Community Admin	94	60	34	94	60	34
CnES Management and Admin	248	576	(328)	248	576	(328)
Housing Services	308	306	2	308	306	2
Surplus/ (Deficit)	1,551	2,122	(571)	1,551	2,122	(571)

- 3.1 The overspend against Management and Admin is due to the non-drawn down of budgeted reserves within the Comhairle partners budget and other year end balance adjustments. These reserves will however be required for the IJB to break-even as a whole.

4. Head of Locality Services

Head of Locality Services at Month 12	Year to Date			Full Year Projection		
	Budget	Actual	Variance under/ (over)	Budget	Actual	Variance under/ (over)
	£'000	£'000	£'000	£'000	£'000	£'000
Community Nursing	3,892	3,626	266	3,892	3,626	266
Community Hospitals	2,272	2,344	(72)	2,272	2,344	(72)
CnES Residential Care	4,640	4,554	86	4,640	4,554	86
Adult Care and Support Services	3,262	3,134	127	3,262	3,134	127
CnES Home Care	5,514	5,723	(209)	5,514	5,723	(209)
Adult Care Transport	123	105	18	123	105	18
Community Care	0	0	0	0	0	0
Surplus/ (Deficit)	19,702	19,486	216	19,702	19,486	216

- 4.1 There is an overspend of **£209k** due in part to agency staff that have been employed to cover many of the vacancies within Homecare Services. Agency Staff costs are higher than substantive posts.
- 4.2 Adult and Support Services are underspent by **£127k** due to underspends on complex packages of care off set by some agency use.
- 4.3 There are a number of management/specialist nursing vacancies within the Community Nursing budget which resulted in the year end underspend of **£266k**.

Head of Partnership Services

Head of Partnership Services at Month 12	Year to Date			Full Year Projection		
	Budget	Actual	Variance under/ (over)	Budget	Actual	Variance under/ (over)
	£'000	£'000	£'000	£'000	£'000	£'000
Podiatry	520	471	49	520	471	49
Dietetics	326	297	29	326	297	29
Occupational Therapy	684	697	(13)	684	697	(13)
Physiotherapy	970	905	65	970	905	65
Community Care	1,893	2,010	(117)	1,893	2,010	(117)
Integration Funds	1,887	1,891	(4)	1,887	1,891	(4)
Criminal Justice	244	184	60	244	184	60
Assessment and Care Services	1,204	1,099	105	1,204	1,099	105
Commissioning and Partners	3,452	3,581	(129)	3,452	3,581	(129)
Adult Mainland Placements	1,620	1,718	(98)	1,620	1,718	(98)
Surplus/ (Deficit)	12,801	12,853	(52)	12,801	12,853	(52)

- 5.1 The above table shows the spending position on the Head of Partnership's budgets. There is a **£52k** overspend.

- 5.2 Assessment and Care Services are underspent by **£105k** due to vacancy savings and a direct payment underspend.
- 5.3 Commission and Partnership services overspend of **£129k** is due to an increase in spot purchases and external commissioned homecare in Uist offset in part by increased income from the independent care homes.

6. Head of Dental Services

Head of Dental Services at Month 12	Year to Date			Full Year Projection		
	Budget	Actual	Variance under/ (over)	Budget	Actual	Variance under/ (over)
	£'000	£'000	£'000	£'000	£'000	£'000
Community Dental inc. Oral Health	237	224	13	237	224	13
General Dental Services	2,586	2,559	27	2,586	2,559	27
Surplus/ (Deficit)	2,823	2,783	40	2,823	2,783	40

- 6.1 The above table shows the spending position on the Head of Dental services budgets.

7. Head of Mental Health Services

Head of Mental Health Services at Month 12	Year to Date			Full Year Projection		
	Budget	Actual	Variance under/ (over)	Budget	Actual	Variance under/ (over)
	£'000	£'000	£'000	£'000	£'000	£'000
Mental Health Management	394	393	1	394	393	1
Mental Health Consultants	452	613	(161)	452	613	(161)
Mental Health Nursing	2,083	1,789	294	2,083	1,789	294
Surplus/ (Deficit)	2,929	2,795	134	2,929	2,795	134

- 7.1 The above table shows the spending position on the Head of Mental Health budgets.
- 7.2 There is an overspend relating to the employment of a high cost psychiatrist working a one in two rota of **£161k**.
- 7.3 Mental health redesign has been undertaken but there is a level of non recurring underspends due to delays in filling vacant posts, resulting in a year end underspend of **£294k**.

8. Associate Medical Director

Associate Medical Director at Month 12	Year to Date			Full Year Projection		
	Budget	Actual	Variance under/ (over)	Budget	Actual	Variance under/ (over)
	£'000	£'000	£'000	£'000	£'000	£'000
Community Medical	250	305	(55)	250	305	(55)
GMS	6,982	6,924	58	6,982	6,924	58
GPS - Prescribing	5,616	5,633	(17)	5,616	5,633	(17)
FHS	2,085	2,084	1	2,085	2,084	1
Out of Hours	1,004	1,050	(46)	1,004	1,050	(46)
Surplus/ (Deficit)	15,937	15,996	(59)	15,937	15,996	(59)

- 8.1 The above table shows the spending position on the Associate Medical Director budget. The overspend in Community Medical relates to a one off payment relating to a back-dated payment to a GP practise not previously paid.

9. Alcohol and Drugs Partnership

Alcohol & Drugs Partnership at Month 12	Year to Date			Full Year Projection		
	Budget	Actual	Variance under/ (over)	Budget	Actual	Variance under/ (over)
	£'000	£'000	£'000	£'000	£'000	£'000
Alcohol and Drugs Partnership	569	573	(4)	569	573	(4)
Surplus/ (Deficit)	569	573	(4)	569	573	(4)

- 9.1 The above table shows the spending position on the Alcohol and Drugs Partnership budget.

10. NHS Set Aside

Set Aside at Month 12	Year to Date			Full Year Projection		
	Budget	Actual	Variance under/ (over)	Budget	Actual	Variance under/ (over)
	£'000	£'000	£'000	£'000	£'000	£'000
Acute Nursing	3,804	4,187	(383)	3,804	4,187	(383)
SLA - General Medicine	588	588	0	588	588	0
General Medical Consultants	1,073	1,773	(700)	1,073	1,773	(700)
Pharmacy	435	363	72	435	363	72
ECR - Adult Mental Health	648	984	(336)	648	984	(336)
Surplus/ (Deficit)	6,548	7,895	(1,347)	6,548	7,895	(1,347)

- 10.1 The above table shows the spending position on the NHS Set Aside budget. The set aside budget is showing a year end overspend of **£1,347k**.

- 10.2 The set aside budget includes those areas not managed directly by the IJB but the budget falls under the remit of the IJB. The Acute Nursing includes the medical and rehabilitation wards together with A&E. The pharmacy budget relates to the drugs prescribed on wards or community areas within the IJB.
- 10.3 The acute IJB nursing budget is showing a year end overspend of **£383k**. There is high use of bank in the Medical Wards to cover both sickness and special leave and to meet clinical demand, i.e. wards working at capacity, with some contingency beds open.
- 10.4 The medical consultant and specialised doctor budgets are overspent by **£700k**. The Board has to employ high cost locums specifically in the specialist doctor rota (covering out of hours), paediatrics and psychiatry to cover vacancies and ensure A&E targets are met.
- 10.5 The projected underspend of **£72k** within the IJB pharmacy budget is due to underspends within the two community hospitals.
- 10.6 The Board is projecting an overspend of **£336k** on adult off island mental health placements despite increasing the budget for 2019/20 and achieving the discharge of one long term patient.

11. Glossary of Terms

Accumulated deficit	The cumulative sum of previous year end overspends (offset by any underspends) which must eventually be recovered.
Allied Health Professionals (AHPs)	Physiotherapists, Occupational Therapists, Speech & Language Therapists, Radiographers, Dieticians, Podiatrists, etc.
Annually Managed Expenditure (AME)	Expenditure, mainly provisions and impairments, which is not part of our "core" RRL and which is subject to review twice a year by SGHSCD. Note that when provisions are realised the cost is taken to revenue.
Capital expenditure	Spending on assets which meet given criteria, generally having a life of more than one year and an individual value of £5k or more or a grouped value of £20k or more.
CNORIS	Clinical Negligence and Other Risks Scheme. A risk transfer and financing scheme whereby the cost of losses is shared equitably across NHS boards.
Deferred Income	Allocations received in previous years against future expenditure.
Extra Contractual Referrals (ECR)	Referrals to mainland hospitals or private providers that NHS Western Isles do not have an SLA with. Often very high cost packages of care.
Financial Efficiency Plan (FEP)	A financial plan which identifies how required cash and non cash efficiency targets, both recurrent and non recurrent, will be achieved.
GPS	General Pharmaceutical Services, i.e. drugs prescribed in the community.
National Procurement (NP)	Part of NHS Scotland which advises and supports boards on procurement matters.
Provision	Money set aside to pay for an anticipated future liability.
Revenue expenditure	Spending on day to day operations.
Revenue Resource Limit (RRL)	Total revenue funding allocated to NHS Western Isles by SGHSCD each year.
Service Level Agreement (SLA)	Formal agreement with an external body for delivery of a specified service.
Underlying (recurrent) deficit	Long-term continuing spending not supported by ongoing funding.
UNPACS	Unplanned activities. Services provided by other boards where there is no SLA in place.