

BOARD COMMITTEE AGENDA PAPER

Committee: West Moreton Hospital and Health Board			
Meeting Date:	22 February 2013	Agenda Item Number:	3.2.5
Agenda Subject:	Turnaround Plan Update		
Action required:	<input type="checkbox"/> For Approval	<input type="checkbox"/> For Discussion	<input checked="" type="checkbox"/> For Noting
Author: Linda Hardy	Position: Executive Director Performance Strategy & Planning	Date: 14 February 2013	
<input type="checkbox"/> Recommendation/s are consistent with Strategic Plan <input type="checkbox"/> Funding impacts are included within approved budget <input type="checkbox"/> Risks are identified and mitigation/management strategies included <input type="checkbox"/> Implications for patient and/or staff care and well-being have been identified			

Proposal

That the West Moreton Hospital and Health Board:

Note the information contained within this paper in relation to the February 2013 Summary Turnaround Plan Progress Report.

Background

1. The Board endorsed the WMHHS Turnaround Plan on 26 October 2012. The Turnaround Plan continues to have multiple strategies undergoing diagnostics and solutions design to further contribute to the financial performance requirements of the WMHHS, including the revised \$4.3M Commonwealth funding reduction.
2. A significant body of work has been implemented to deliver the target FTE position by January 2013, and further financial efficiency savings by March 2013, and in future months.
3. The service review process has several built-in 'tollgates' to ensure the strategies within the Turnaround Plan, or those undergoing diagnostics and solutions design, considered to be of a political or reputational risk in nature, and/or considered to result in a significant impact to service delivery, will be submitted to the Board for approval prior to implementation.

Key Issues or Risks

4. The value of strategies within the Turnaround Plan for the month of February has decreased \$315K to \$11.841M total due to the exclusion of the Barrett Adolescent Centre saving strategies within the Mental Health Division.
5. It should be noted that alternate strategies have been developed and are being implemented within the Mental Health Division to offset the original Barrett Adolescent Centre part year savings \$592K. The \$277K alternative saving strategies have resulted in the net decrease of \$315K previously mentioned above.
6. The additional commonwealth funding reduction of \$4.3M is being included in the Turnaround Plan to ensure a balanced end of year position.

7. Turnaround Plan Progress Overview

- Target WMHHS MOHRI FTE = 2570. YTD February actual MOHRI FTE = 2584
- WMHHS has a further 14 MOHRI FTE reduction required to realise the 174 target (this is a decrease from 38 MOHRI FTE position required in the January report ie: 24 MOHRI FTE reduction from December to February reporting period overall)
- In total, a further 101.87 MOHRI FTE is still to be realised from within the Turnaround Plan strategies in out months.

BOARD COMMITTEE AGENDA PAPER**Consultation**

8. Executive Directors have been consulted and signed off on allocated targets and Work Streams documented within the Turnaround Plan.

Financial and Other Implications

9. The risks associated with not delivering the MOHRI FTE and financial savings within the required timeframes remain due to organisational capacity and capability, and have been impacted by the additional \$4.3M saving required within the current financial year. A rigorous reporting and governance framework has been implemented in conjunction with an enhanced Workforce Engagement Strategy and Performance and Accountability Framework to mitigate the risks associated with not delivering the required savings.

Strategic and Operational Alignment

10. Aligned to the achievement of a balanced budget position and ensuring the WMHHS attains financial health into the future.

Recommendation

Note the information contained within this paper in relation to the February 2013 Summary Turnaround Plan Progress Report.

WEST MORETON HOSPITAL & HEALTH SERVICE
Feb-13
TURNAROUND PLAN

Red	Tracking over Budget FTE /Not compliant
Amber	Moderate issues identified / Progress delayed / Partially compliant
Green	On track - In Progress/Compliant
Blue	Complete
White	Identification of Explicit PIDs - Work in Progress

Workstream Reference	Labour (FTE) Strategy	Due to Commence	2012-2013 Value	MOHRI FTE Reduction	MOHRI FTE Reduction Performance
1.1	Legal Advice Model	6-Jan-13	\$61,937	1.00 FTE	Blue
1.2	Communications & Engagement Team Structure & Model	25-Nov-12	\$65,082	3.00 FTE	Green
1.3	IH Foundation Position	23-Dec-12	\$24,847	0.84 FTE	Blue
2.1	Executive and Senior Management Restructure	9-Dec-12	\$99,766	1.00 FTE	*Red
2.2	Finance Branch structural review	10-Feb-13	\$103,768	2.00 FTE	Green
2.3	Medical records review PLUS HIM Service Review (This will be broken out into its own Service Review as it is awaiting the result of the Offender Health Business Case)	6-Jan-13	\$83,066	4.00 FTE	Amber
2.4	Front Office	11-Nov-12	\$0	0.00 FTE	Amber
2.5 / 2.6	Administration Vacancy Management & Growth (15)	6-Jan-13	\$513,520	14.18 FTE	Amber
2.7	The Park Switchboard	6-Jan-13	\$44,780	1.00 FTE	Green
3.1	Executive Support Officer Structure	9-Dec-12	\$223,481	4.50 FTE	Green
3.2	Service Planning	9-Dec-12	\$81,678	1.00 FTE	Blue
4.1	Rural Social Worker HP5	6-Jan-13	\$69,682	1.00 FTE	Blue
4.2	Women's Health	05-Sep-2012	\$113,522	2.80 FTE	Amber
4.3	Re-evaluate HACC services to match funding allocation	6-Jan-13	\$254,789	6.60 FTE	Blue
4.4	Remove Backfill for Sick Leave & Annual Leave	11-Jul-2012	\$108,508	1.24 FTE	Blue
4.5	Delay Recruitment for Principal Dentist	11-Jul-2012	\$0	0.00 FTE	Blue
4.6	Delay Recruitment for 2 FTE senior dentist	11-Jul-2012	\$0	0.00 FTE	Blue
4.7	Reduction of AO support in Community Health & Goodna Community Health	22-Aug-2012	\$99,547	1.03 FTE	Amber
4.8	Removal of 003 Allied Health Assistant Physio Ipswich hospital	11-Jul-2012	\$0	0.00 FTE	*Red
4.9	Coordinator Ethnic Health DCS A06	11-Jul-2012	\$111,496	0.00 FTE	Blue
4.10	Service Agreement Notification - Reduced Funding Oct Performance Resource Committee	6-Jan-13	\$320,351	8.48 FTE	Amber
4.11	Ipswich Hospital Social Work Review	11-Nov-12	\$129,309	1.00 FTE	Green
4.12	Healthy Communities (Projects and Research Services) Review	6-Jan-13	\$195,763	3.20 FTE	Green
5.1	Non-Clinical Model of Service Redesign and Realignment: Security at The Park	6-Jan-13	\$181,737	4.20 FTE	Green
5.2	Non-Clinical Model of Service Redesign and Realignment: Ipswich Hospital Courtesy Bus	12-May-13	\$14,728	1.50 FTE	Green
5.3	Explore opportunities for savings by rationalising BEMS management structure	6-Jan-13	\$47,981	1.00 FTE	Green
5.4	Security at the Plaza	25-Nov-12	\$62,609	1.63 FTE	Amber
5.5	Operational Services Restructure	25-Nov-12	\$38,695	3.53 FTE	Green
5.6	Review Hotel Services - inefficiency, utilisation of less demanding hours	11-Nov-12	\$0	2.60 FTE	Blue
5.7	Corporate and Corporate Support Functions (including District Wide), including Service Manager at The Park	24-Feb-13	\$87,721	2.00 FTE	Green
6.1	EFTRU defer opening to post 1/7/13	11-Jul-2012	\$2,397,895	0.00 FTE	Green
6.2	Relocation of Patients within the Park to reduce staffing costs	1-Mar-13	\$952,549	12.79 FTE	Green
6.3	Non-Clinical Model of Service Redesign and Realignment: Mailroom at The Park	14-Oct-12	\$47,578	1.00 FTE	Blue
6.4	Model of Care Redesign - Mental Health Rehab at The Park	1-Mar-13	\$625,312	6.50 FTE	Green
6.5	Mental Health (Corporate 3.1FTE /IMHS)	1-Mar-13	\$301,493	4.63 FTE	Green
6.6	Mental Health Nursing Structure	31-Mar-13	\$97,053	3.80 FTE	Green
6.7	CYMSH HPs	1-Mar-13	\$33,650	1.00 FTE	Green
6.8	Mental Health IMHS Clinical Support	1-Mar-13	\$145,504	1.00 FTE	Green
6.9	The Park restructure Abolish 4 x HP5s and creating 3 new HP5 PIDs	1-Mar-13	\$46,194	1.00 FTE	Green
6.10	Administration (and data management) Review Mental Health & The Park	1-May-13	\$76,335	1.50 FTE	Green
6.11	Review Mental Health	1-Jul-12	\$61,799	0.00 FTE	Blue
6.12	QCMHR	1-Mar-13	\$20,703	1.00 FTE	Green
6.13	DSO Posillon - Remove from budget build from 31.03.13	31-Mar-13	\$80,191	1.00 FTE	Green
6.14	ESO - 1FTE transferred to Offender Health 993398 from 24.09.2012	1-Oct-12	\$53,914	1.00 FTE	Green
6.15	OCMHL	6-Jan-13	\$950	0.20 FTE	Green
6.16	Drug Court - Service to cease from 01 May 2013	1-May-13	\$123,261	7.00 FTE	Green
6.17	Review Mental Health	31-Dec-12	\$487,247	12.13 FTE	Green
7.1	Demand Management (10 FTE to be found)	19-Sep-2012	\$911,379	11.48 FTE	Green
7.2	Allied Health Efficiencies	08-Aug-2012	\$191,240	1.90 FTE	Green
7.3	Medical Workforce Realignment with current purchasing agreement	08-Aug-2012	\$302,750	0.80 FTE	Green
7.4	Radiology - resource model	6-Jan-13	\$94,258	2.00 FTE	Blue
7.5	ED Medical Model and VMO/Medical Vacancy Management and Growth now known as RMOs (JHO/SHO)	6-Jan-13	\$265,135	5.00 FTE	Red
7.6	Medical Imaging Administration Efficiencies	9-Dec-12	\$122,171	3.00 FTE	Green
7.7	Rational use of Pharmacy	05-Sep-2012	\$135,105	2.00 FTE	Blue
8.1	Nursing & Midwifery Review	25-Nov-12	\$332,582	8.60 FTE	Green
8.2	Safety & Quality	9-Dec-12	\$129,886	2.00 FTE	Green
8.3	Rural FTE efficiencies / CSO Rationalisation and Redesign Rural FTE Efficiencies (Galton .5FTE Medical, Esk 1FTE Nurse, Esk 05:00 Stream, Boonah 1FTE, Esk ?? 1 FTE Medical, ?? 0.5FTE - Boonah); Esk - 1 FTE Nurse dropped effective Nov, Esk 0.5 OD - dropped November) Galton - 0.5 Medical dropped Nov	6-Jan-13	\$387,700	5.11 FTE	*Red
8.4	Education, Training & Development (inc Medical Admin Growth 2.3) Note: Could be 4.47FTE	6-Jan-13	\$220,657	3.93 FTE	Green
9.1	Occupational Health & Safety/Workforce	1-May-13	\$58,532	3.40 FTE	Green
			\$11,841,366	180.10 FTE	

* Please note red flags with an asterisk have been identified as a possible delay in Payroll processing applicable paperwork and or a scope change request has been identified

Please note decrease in MOHRI FTE from 190.88 to 180.10 relates to the exclusion of Barrett FTE (Mental Health) and introduction of alternative Mental Health reduction FTE strategies.

Turnaround Plan: MOHRI FTE SERVICE REVIEWS vs ACTUAL

Feb-13

Division	Planned monthly FTE reductions as agreed to in Turnaround Plans												Total
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
Chief Executive - Service Review Plan					2	0.84	2						4.84
Chief Executive - Actual					1		3.84						4.84
Finance and Corporate - Service Review Plan						2	19.18	1					22.18
Finance and Corporate - Actual				2	5.72	1	1.65	-2.88					7.49
Performance, Strategy and Planning						1	4.5						5.5
Performance, Strategy and Planning - Actual					1	1	3.5						5.5
Allied and Community Health - Service Review Plan	1.94		1.8	0.8	1.53	0.2	15.48	0.5	1.9	0.5	0.5	0.2	25.35
Allied and Community Health Actual	2.94		1.8	0.8	4.99			1.69					12.22
Infrastructure and Ipswich Hospital Expansion - Service Review Plan				2.6	5.16		6.2		1		1.5		16.46
Infrastructure and Ipswich Hospital Expansion Actual				6.63	4.51	0.85		1.7					13.69
Mental Health and Specialised Services - Service Review Plan	1.63			3	12.79		7.2	0.8	13.5	8.63	7.5	0.5	55.55
Mental Health and Specialised Services Actual			2	6.58	5		5.28	1.3					20.16
Medical Services and Ipswich Hospital - Service Review Plan	0.3	2.4		12.48	0	1	10						26.18
Medical Services and Ipswich Hospital Actual					-5.26	1.42	-1.41	9.9					4.65
Nursing, Midwifery and Rurals - Service Review Plan				1.1	10.6	1.81	6.13	1					20.64
Nursing, Midwifery and Rurals Actual				1.73	2.4	-1.21	3.4	2.36					8.68
Workforce - Service Review Plan											3.4		3.4
Workforce Actuals							1						1
Planned HHS Reduction	3.87	2.4	1.8	19.98	32.08	6.85	70.69	3.3	16.4	9.13	12.9	0.7	180.1
Actual HHS Reduction	2.94	0	3.8	17.74	19.36	3.06	17.26	14.07	0	0	0	0	78.23