

Distribution:**Committee Members:**

P Lockett – Chairman
 TBA – Deputy Chairman
 A Ballantyne
 K Eagles
 F Gilkison
 R Handley
 T A Hohaia
 P Leary
 K Nielsen
 A Rumball
 A Tamati

Management:

CEO
 GM Finance & Corporate Services
 GM Hospital Services
 GM Planning & Funding & Population Health
 Chief Advisor Maori Health
 Chief Medical Advisor
 Quality Risk Manager
 Management Accountant
 PA to Board

Advisors:

S Carrington, Media Advisor
 P Franklin, Legal Advisor
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 Corporate Reception



TARANAKI DISTRICT HEALTH BOARD

AGENDA**HOSPITAL ADVISORY
COMMITTEE****ORDINARY MEETING****OPEN**

**Thursday 19 December 2013
1 pm**

**Corporate Meeting Room 1
Taranaki Base Hospital
David Street
New Plymouth**



HOSPITAL ADVISORY COMMITTEE

MEETING AGENDA

Thursday 19 December 2013

1 pm

Corporate Meeting Room 1, Base Hospital

David Street

New Plymouth

		Pages	Action	✓
1.	Apologies			
2.	Conflict of Interest Register		Circulation and signing	
3.	Public Comment		Verbal	
4.	Chairman's Report		Verbal	
5.	Attendance Schedule	3	Noting	
6.	Minutes 6.1 Minutes of meeting held 28 November 2013 <u>Resolution</u> <i>That the minutes of the Hospital Advisory Committee held 28 November 2013 received as a true and accurate record</i> 6.2 Matters Arising	4- 7	Resolution	
7.	Management Report Hospital & Specialist Services Monthly Report <u>Resolution</u> <i>That the Hospital Advisory Committee receive and note the Hospital & Specialist Services Monthly Report and associated quarterly reports.</i>	8 - 45	Resolution	
8.	Date of Next Meeting 27 February 2013			

Attendance Records 2013 - 2014
TDHB Hospital Advisory Committee Meetings

Date	HAC		No Quorum	Date												
				4 July 2013	29 August 2013	26 September 2013	10 October 2013 (Sept Meeting)	24 October 2013	28 November 2013	19 December 2013	27 February 2014	27 March 2014	1 May 2014 (April)	29 May 2014	26 June 2014	TOTAL
Pauline Lockett (2010 and 2013)	✓	✓		✓	A	✓										
Remaining position to be confirmed																
Alex Ballantyne (2010 (Deputy) and 2013)	✓	✓		✓	✓	✓										
Karen Eagles (2010 and 2013)	✓	✓		✓	✓	✓										
Flora Gilkison (2010 (Chair) and 2013)	✓	✓		✓	✓	✓										
Richard Handley (2013)																
Te Aroha Hohaia (2013)																
Pat Leary (2013)																
Kevin Nielsen (2013)																
Alison Rumball (2010 and 2013)	✓	A		A	✓	✓										
Aroaro Tamati (2013)																
Ella Borrows (2010)	✓	✓		✓	✓	✓										
Mary Bourke (2010)	✓	✓		✓	✓	✓										
Peter Catt (2010)	✓	A		✓	✓	✓										
Kura Denness (2010)	✓	A		✓	✓	✓										
Brian Jeffares (2010)	A	A		A	✓	✓										
Colleen Tuuta (2010)	LOA	LOA		✓	✓	✓										

KEY	
✓	Attended
A	Apology
LOA	Leave of Absence
AB	Absent

MINUTES Open (unconfirmed)

HOSPITAL ADVISORY COMMITTEE

28 November 2013

1pm

**Corporate Meeting Room 1
Base Hospital David Street
New Plymouth**

Present:

Karen Eagles (Chair), Alex Ballantyne, Ella Borrows, Mary Bourke, Peter Catt, Kura Denness, Flora Gilkison, Brian Jeffares, Pauline Lockett, Alison Rumball, Colleen Tuuta

In Attendance:

Tony Foulkes (Chief Executive), Rosemary Clements (Chief Operating Officer/Chief Nursing Advisor), Anne Kemp (Quality & Risk Manager), Sandra Boardman (General Manager Planning, Funding & Population Health), Ngawai Henare (Chief Advisor Maori Health), Simon Barrett (Group Financial Manager), Katherine Fraser-Chapple (Financial Accountant), Matua Ramon Tito (Kaumatua), Sue Carrington (Media Advisor), Jenny McLennan (PA to CEO)

825.0 Apologies

It was noted that apologies had been received from Doctors Simmons and Mathias and Mr Thomas

826.0 Conflict of Interest Register

Members were invited to declare any new conflicts of interest and the register was circulated for members to sign

827.0 Attendance Schedule

This was received and noted.

828.0 Minutes of Previous Meeting

Resolution

That the Hospital Advisory Committee resolve to accept the minutes of the meeting held 24 October 2013 as a true and correct record.

*Denness/Catt
Carried*

828.1 Matters Arising

828.2 Report Information

Dr Gilkison advised that she had spoken with Mrs Fraser-Chapple about inclusion of a graph about ED volumes previously presented back into monthly report.

Dr Gilkison also requested that information be provided about the number of patients going back to GPs who don't meet the threshold.

828.3 Remote Personnel – IT Connections

Mrs Clements advised that the provision of appropriate equipment for remote personnel was part of the IT rollout; and feedback was provided to service providers where reception was an issue.

829.0 Chief Operating Officer Reports

Mrs Clements took her report as read, highlighting the following:

- Quarterly figures were included in the score card information provided.
- Mental Health and Addictions Respite Service is open with all beds in use.
- Two Releasing Time to Care launch days have been held in Ward 2A – Older Peoples health and Rehabilitation Services.
- Good progress is being made on the programme for provision of future laboratory services, with positive engagement from all parties. Staff are being kept well informed of the progress.
- Work is underway to get Orthopaedic volumes back on track.

Discussion

- Mrs Rumball questioned the reported increase of triage patient 4/5 through ED. Mrs Clements advised that Taranaki had the third highest proportion of these volumes after Wairarapa and the West Coast. This was a significant piece of work that the Midland Health Network was progressing to help manage. A census of primary care skills and capacity within the province was underway as part of this project.
Dr Gilkison referred to examples of innovative IT providing assistance in improving areas within the sector noting health kiosks as an example.
- It was noted that orthopaedic volumes decreased following the previous planning around having an additional surgeon to assist in volumes. Mrs Clements advised that the increased awareness and understanding of the business meant that this decrease had been identified early.
- Dr Catt noted the good news that the MRI and CT waiting time strategy appeared to be assisting, with Fulford now working on maintaining volumes and wait times should therefore improve further.
- Excessive annual leave in Health of Older People service had decreased.
- National ElderNet online tool was assisting in district information on bed availability.
- Mrs Clements advised that work was continuing to manage waiting times for diagnostic services within the prescribed timeline.
- Work underway locally, regionally and nationally on the provision of and management of endoscopic services.
- Ms Locket spoke positively on her recent attendance at TDHB Treaty of Waitangi Training.

Resolution

That the Hospital Advisory Committee receive the Report for October 2013 and attachments from the Chief Operating Officer.

Eagles/Gilkison

Carried

830.0 Next Meeting

19 December in New Plymouth

The meeting closed at 1.30pm

.....
Chairman

.....
Date

TDHB Hospital Advisory Committee Task List as at 28 November 2013						
Action No	Date Raised	Action Description	Status	Assigned	Due Date	Updates
29	28 November 2014	FSA information – number of patients going back to GPs who don't meet the threshold	Progressing	COC	Future meeting	To be incorporated in future report
28	24 October 2013	FTE Management		COO	December meeting	Referenced in other reports and discussions – and part of Board orientation.
27	24 October 2013	DNS and Hospice services Stratford – recent staff changes update	Progressing	COO	November meeting	Verbal advice provided following meeting
26	10 October 2013	Strategic Principles – included as a reference within service report	Under review	COO	Oct or Nov meeting	Report format to be updated
25	10 October 2013	Waiting time for triage after referral to Mental Health Service	Progressing	COO	Oct or Nov meeting	December meeting

Hospital and Specialist Services Monthly Report – November 2013

Contents

Provider Overview – Rosemary Clements

- 1 Scorecard
- 2 Health Targets
- 3 Financial Performance
- 4 Volume Performance

Clinical Services Reports

- 5 Allied Health and Technical Services
- 6 Maternal and Child Health
- 7 Medical Services
- 8 Mental Health and Addictions
- 9 Older Peoples Health and Rehabilitation Services
- 10 Surgical Services
- 11 Reporting Notes

Recommendation:

That the Hospital Advisory Committee receive and note the Hospital and Specialist Services monthly report

1. Scorecard– November 2013

	Measure	Actual	Target	Change	Commentary
Increased Patient Safety					
Patient Falls*	# Patients		0		Reported Quarterly
Hospital Acquired Infections*	# Patients		0		Reported Quarterly
Pressure Area Injuries*	# Patients		0		Reported Quarterly
Better Quality Care					
FSA waiting longer than 5 months	# Patients	0	0	-	On-going management
ESPI 2 Elective waitlist FSA < 5 months	# Patients	0	0	-	On-going management to meet Ministry of Health Targets
ESPI 5 Elective waitlist Surgery < 5 months	# Patients	0	0	-	
Shorter Stays in the Emergency Department - < 6 Hours	% of patients	93.4%	95%	▼	High demand in ED continues impacting on achievement of target
Complaints actioned in appropriate timeframes	% of complaints	100%	100%	▲	
Financial Performance					
Operating Surplus/Deficit Variance to budget (current month)	\$000	\$169K U	\$0	▼	Positive variances in supply and personnel costs
Volumes delivered to contract target	% variance	(2%) F	0%	-	Reduced Inpatient volumes, with high ED volumes in both Base and Hawera
Business Improvement Savings	\$000				
FTE Employed variance to budget	FTE	(6.9) F	0	▼	Reduced FTE in Management and Admin staffing, 13.7 FTE Medical staff vacancies.
Improved Health Status					
DNA Rate - All ethnicities and patient categories	% of total patients	9%	9%	▼	Small change in DNA rate has achieved target. Careful ongoing monitoring in line with the DNA Project continues
Better Help for Smokers to Quit	% of patients offered advice & support	97.1%	95%	▲	All units continue to achieve the 95% target
Avoidable Admissions *	# Patients				
Engaged Workforce					
Staff Turnover	% of total staff	6.8%	8%	▲	Very small increase, remains lower than Midland and national turnover
Unplanned Leave	% of all leave	3.6%	2.5%	▼	Decrease from previous months as we come into summer. Sick leave accounts for 76% of unplanned leave
Excess Annual Leave (> 2 years entitlement)	% of employees	11.3%	8%	-	No change in rate however reduction of larger leave balances requires a planned approach. A large proportion relates to Senior medical staff where plans need to incorporate clinical staffing requirements.
▲ Increase positive		▲ Increase negative		▼ Decrease positive	
				▼ Decrease negative	
* Data reported quarterly					

1.1 Key Achievements

- Good progress is being made on the Mental Health Te Puna Waiora Intensive Psychiatric Care Unit redesign with the projecting continuing into 2014. The key focus currently will be around ensuring model of care complements/supports the wards Intensive Psychiatric continuum of care for patients.
- The TDHB Orthopaedic Enhanced Recovery After Surgery work was presented at the first national collaborative meeting and has been well received. The project to support enhanced recovery for acute neck of femur patients has commenced with a multidisciplinary and service approach involving Orthopaedics, Anaesthetics, Emergency Department, Allied Health, Nursing and Radiology
- The Capacity at a Glance screen and the inpatient white board were selected to be presented at the recent Health Innovation New Zealand conference. There was a great deal of interest and positive response to both solutions developed in house by our IT and clinical teams
- Length of stay for medical patients has reduced from 4.32 days to 3.7 days in November. Reduced Length of Stay and the number of acute medical patients allowed all medical patients to be accommodated in one ward and enabled the temporary closure of Ward 4B. Excess staff has been redeployed around the hospital.

1.2 Areas off Track and Remedial Actions

- Orthopaedic elective services delivery is behind plan due to the resignation of a surgeon earlier in the year. This may become a focus for both the DHB and Ministry of Health Electives teams

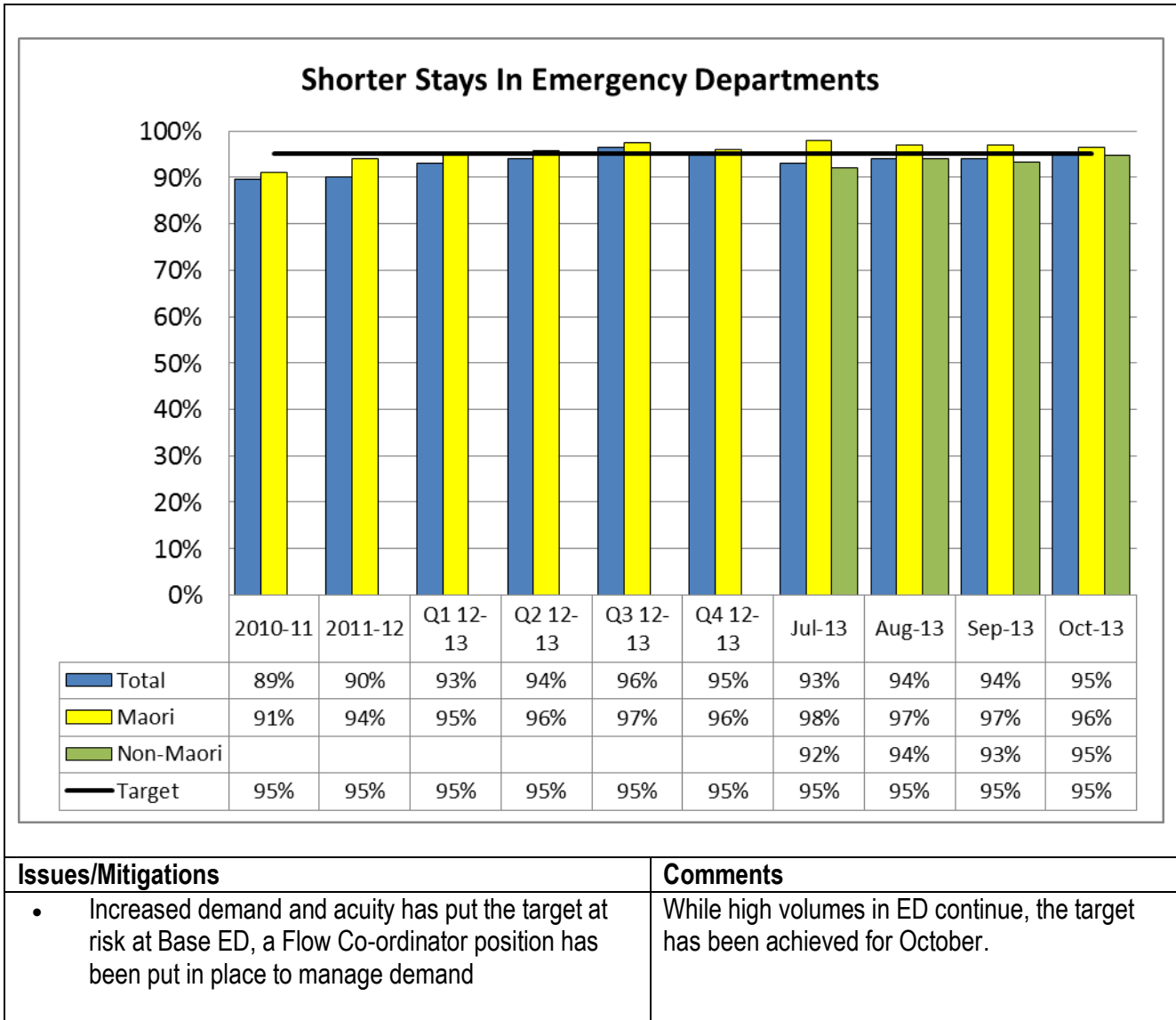
1.3 Key Issues/Initiatives identified in coming months

- Contract discussions are nearing completion with the Midlands Health Network regarding allied health establishing community position in dietetics and social work. The staff will be part of a multi-disciplinary team that will deliver a long term conditions management plan for high risk patients identified with diabetes and cardiovascular conditions
- The volume of patients attending the ED continues to be the most significant area of pressure. Patient presentation growth continues in the triage 4 and 5 categories. Work is continuing to develop a solution to the issue of acute demand with engagement of the Midlands Health Network from a primary care perspective.
- District Nursing Services are now following a new model of service delivery based on 2 hubs (New Plymouth and Central/South). Ensures equitable access of service across the region and improves ability for staff peer support.

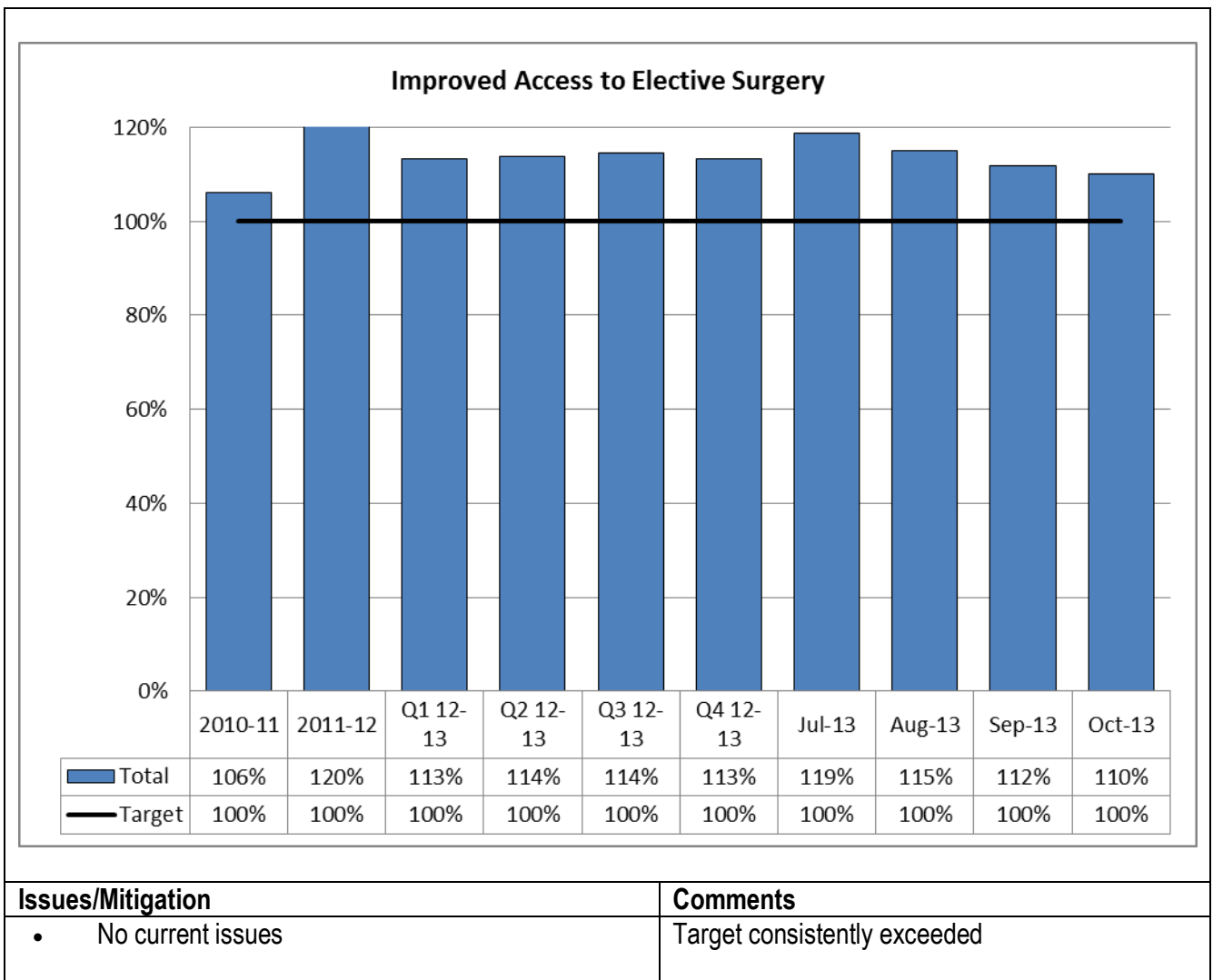
2. Health Targets

Please note that Health Target data is not yet available for November 2013.

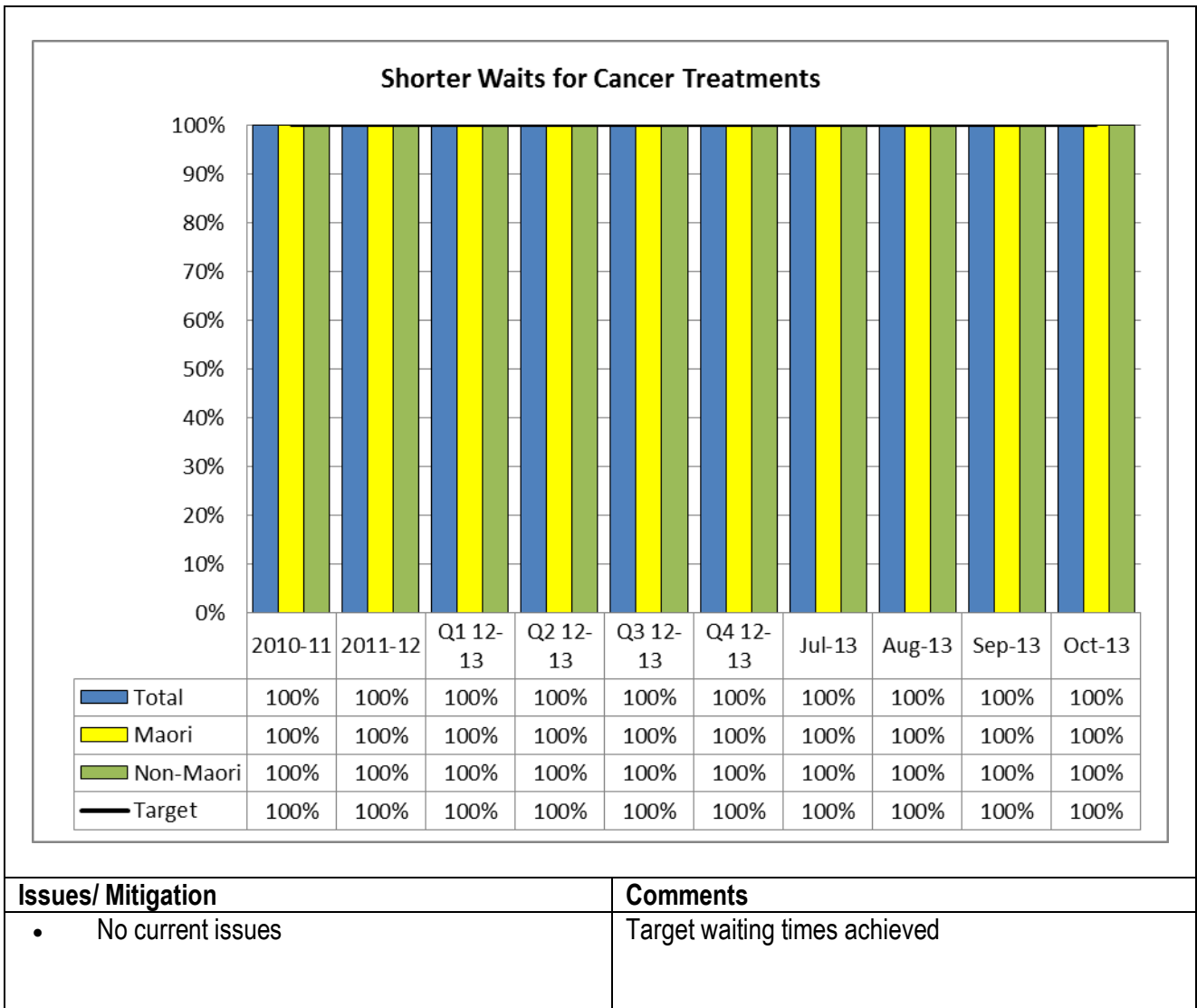
2.1 Shorter stays in emergency departments



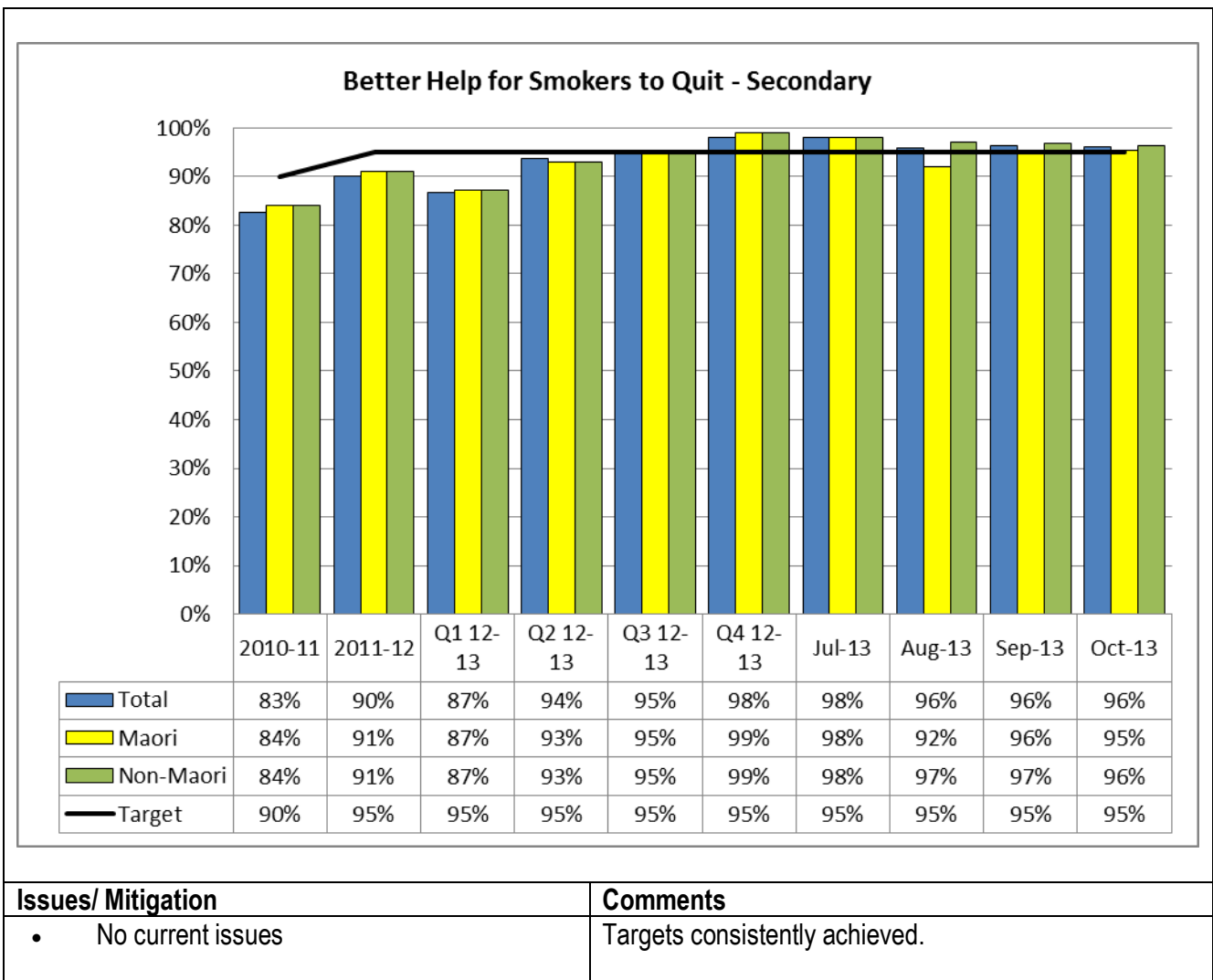
2.2 Increased access to elective surgery



2.3 Shorter waits for cancer treatment (radiotherapy & chemotherapy)



2.4 Better help for smokers to quit – hospitals



3. Financial Performance

3.1 Statement of Financial Performance TDHB Provider Arm

Summary (\$000)	Sum of Month Actual	Sum of Month Budget	Sum of Month Variance		Sum of YTD Actual	Sum of YTD Budget	Sum of YTD Variance		Sum of Annual Budget	YTD % Var.	
1 Revenue	(15,276)	(14,871)	(406)	F	(74,796)	(74,940)	143	U	(172,318)	0%	U
2 Personnel Costs	9,105	8,869	236	U	44,945	44,950	(5)	F	106,405	(0%)	F
3 Outsourced Services	1,781	1,579	202	U	8,427	8,176	251	U	19,520	3%	U
4 Clinical Supplies	2,339	2,233	106	U	10,440	10,885	(445)	F	25,056	(4%)	F
5 Infrastructure & Non Clinical Supplies	2,955	2,924	31	U	14,164	14,266	(102)	F	34,846	(1%)	F
6 Internal Allocations	(1)	(1)	0	U	(2)	(4)	2	U	(10)	(49%)	F
Total Expenditure	16,180	15,605	575	U	77,973	78,273	(299)	F	185,817	(0%)	F
Grand Total	904	734	169	U	3,177	3,333	(156)	F	13,499	(5%)	F

3.2 TDHB Provider Arm Performance Summary by Clinical Service Group

Summary (\$000)	Month Actual	Month Budget	Month Variance		YTD Actual	YTD Budget	YTD Variance		Annual Budget	YTD % Var.	
Allied Health	641	650	(9)	F	3,287	3,283	4	U	7,884	0%	U
Maternal and Child Health	221	235	(14)	F	500	803	(302)	F	3,197	(38%)	F
Medical Services	(675)	(763)	88	U	(3,365)	(3,622)	257	U	(6,262)	(7%)	F
Mental Health and Addictions	130	(2)	132	U	351	188	162	U	920	86%	U
Older Peoples Health and Rehabilitation	132	141	(9)	F	244	344	(100)	F	1,538	(29%)	F
Surgical Services	454	474	(19)	F	2,161	2,338	(177)	F	6,221	(8%)	F
Grand Total	904	734	169	U	3,177	3,333	(156)	F	13,499	(5%)	F

3.3 Comment on Major Variances

The Provider arm financial result for the month of November was \$169K worse than the budgeted deficit of \$734K. Revenue is higher than budget due to the receipt of donations and additional ACC revenue. This is offset by reduced internal revenue due to activity.

- Ministry of Health (direct revenue) \$586K better than budget
- Internal Revenue \$357K less than budget
- ACC revenue was \$135K higher than budget.

Overall revenue is \$143K (0%) less than budget for the year to date.

Internal revenue from the Funder is paid on actual delivered activity, rather than as budgeted. Variances to internal revenue for November are in several areas, the largest being reduced inpatient activity. In acute services this was in medicine and orthopaedics. Elective services are slightly below budget with positive and negative variances across a number of specialties.

Year to date total expenses are \$299K (0%) less than the phased budget of \$78.2M. Personnel costs are at budget, with consumable and supply costs less than budget.

Supply Costs

All supply lines are significantly less than budget (\$683K favourable) for the first four months of the new financial year. The on-going focus on living within our means and work towards meeting the 2013-2014 savings targets has contributed to the reduction in expenses.

There are significant positive year to date variances to budget in Clinical Supplies (\$444K F), infrastructure and non-clinical supplies (\$102K F) and outsourced clinical services (\$99K F). This is offset by high costs in outsourced Laboratory and Radiology services (\$382K U) and Patient Transport (\$415K U), however the majority of supply lines remain positive to budget.

3.4 Statement of Personnel Costs by Professional Group (Salary costs only)

Group	Account Name	Month Dollar	Month Budget Dollar	Month Var. Dollar		Month FTE	Month Budget FTE	Month Var. FTE		YTD Actual \$\$\$	YTD Budget \$\$\$	Var.	% Var		YTD FTE	YTD Budget FTE	Var.	
1 Medical Staff	2005 Specialist Medical	1,371	1,522	(151)	F	61.5	73.1	(11.6)	F	6,969	7,822	(853)	(11%)	F	62.0	73.1	(11.1)	F
	2015 MOSS	254	82	171	U	12.5	6.8	5.7	U	1,176	422	754	179%	U	11.8	6.8	5.0	U
	2035 Registrars	354	345	9	U	29.1	33.0	(3.9)	F	1,938	1,774	164	9%	U	29.7	33.0	(3.3)	F
	2045 House Officers	285	263	22	U	32.1	36.0	(3.9)	F	1,445	1,352	92	7%	U	32.9	36.0	(3.1)	F
1 Medical Staff Total		2,264	2,213	51	U	135.2	148.9	(13.7)	F	11,527	11,370	157	1%	U	136.4	148.9	(12.5)	F
2 Nursing Staff Total		3,631	3,400	230	U	558.2	541.0	17.2	U	17,709	17,400	309	2%	U	556.6	541.0	15.6	U
3 Allied Health Staff Total		1,338	1,320	18	U	228.4	237.8	(9.4)	F	6,572	6,396	175	3%	U	227.8	237.8	(10.0)	F
4 Support Staff Total		418	356	62	U	98.8	87.5	11.3	U	1,818	1,731	86	5%	U	91.8	87.5	4.3	U
5 Management and Administration Staff Total		1,393	1,460	(67)	F	255.0	267.3	(12.3)	F	7,016	7,448	(432)	(6%)	F	256.9	271.3	(14.4)	F
Grand Total		9,044	8,765	279	U	1,275.6	1,282.5	(6.9)	F	44,642	44,362	296	1%	U	1,269.5	1,286.5	(17.0)	F

Personnel Costs

For the month of November personnel costs are higher than budget by \$236K and the salary component higher than budget by \$279K. Costs are higher than budget for Medical staff (\$51K) and Nursing staff (\$230K) and close to budget for other groups, notably Management and Administration. Year to date FTE salary costs are on budget.

The total cost of medical labour including locums is \$12.50M, \$40K lower than budgeted. High requirements for locums were experienced in Mental Health however this was offset by lower demand in other specialities. A high number of vacancies earlier in the year mean that Hawera Medical Staff continue to be over budget YTD, however the department is now fully staffed and these costs are reducing.

Provider Arm FTE are 6.9 FTE below budget, including 13.7 FTE vacancies for medical staff and 17.2 FTE above budget for nursing staff. High use of nursing staff occurred in Hawera Acute Services (4.0 FTE), Ward 2A (5.2 FTE) and TPW (3.7 FTE) all related to volume and acuity of patients.

3.5 2013-2014 Costs and Efficiency Initiatives

Implementation of cost and efficiency initiatives for 2013-2014 continues with progress against all initiatives. It is pleasing to note that Hospital Services are on track to meet the savings target at year end with appropriate strategies in place where necessary to manage variances.

4. Volume Performance

4.1 TDHB Provider Arm contracted volumes

All Services	Actual Volumes	Contract Volumes	Variance	Percentage Variance
Emergency < 3 hours (attendances)	14,765	12,682	2,083	16%
Emergency > 3 hours (casework funded)	598	565	32	6%
Inpatient Acute	4,591	4,907	(316)	(6%)
Inpatient Elective	2,008	2,095	(86)	(4%)
Inpatient Rehabilitation	2,092	2,745	(653)	(24%)
Mental Health Community	172	317	(146)	(46%)
Mental Health Inpatients	4,106	4,106	0	0%
Outpatients	85,469	89,389	(3,920)	(4%)
Procedures	1,166	1,068	98	9%
Service	13	13	0	0%
Grand Total	114,980	117,888	(2,907)	(2%)

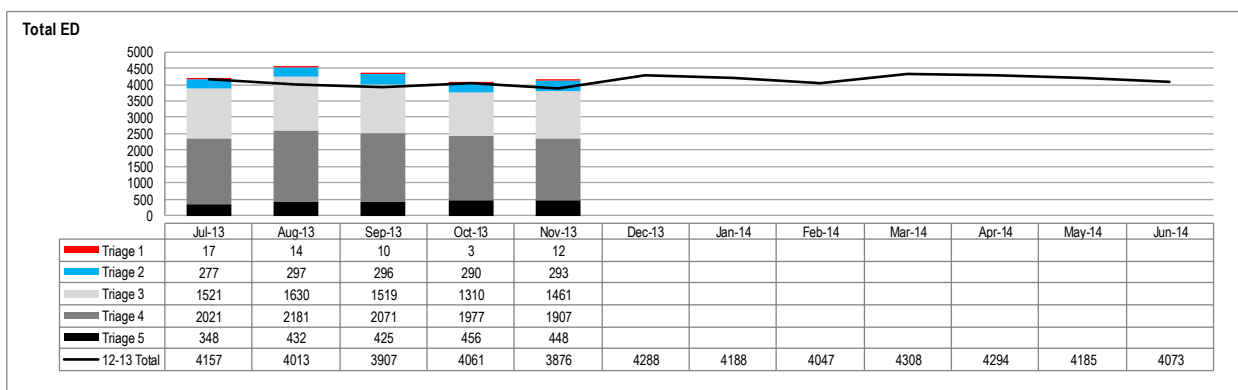
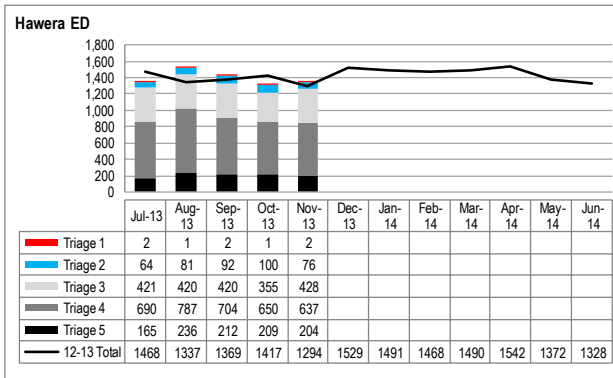
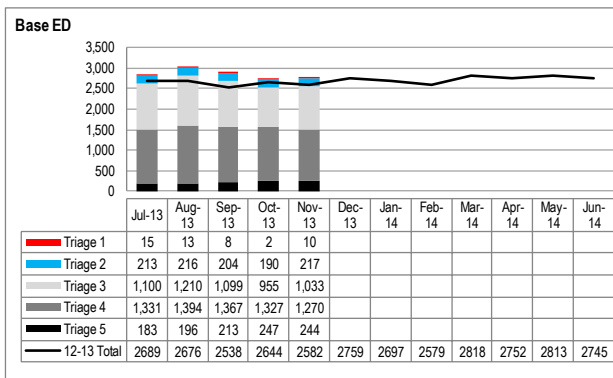
Inpatient Services	Discharges	Actual CWD	Contract CWD	Variance	Percentage Variance
Inpatient Acute	5323	4,591	4,907	(316)	(6%)
Ear, Nose and Throat	43	29	18	11	63%
General Surgery	785	870	920	(50)	(5%)
Gynaecology	265	111	64	48	75%
Ophthalmology	8	4	8	(3)	(41%)
Orthopaedics	443	687	787	(100)	(13%)
Paediatric Medicine	439	266	272	(5)	(2%)
Urology	63	44	50	(7)	(13%)
Cardiology	149	130	155	(25)	(16%)
Dental	34	32	32	1	2%
General Medicine	1829	1,618	1,866	(248)	(13%)
Maternity Inpatient	1132	574	538	36	7%
Neonatal Inpatient	133	224	198	26	13%
Inpatient Elective	1805	2,008	2,095	(86)	(4%)
Ear, Nose and Throat	191	128	161	(34)	(21%)
General Surgery	578	712	682	30	4%
Gynaecology	198	203	159	44	28%
Ophthalmology	210	111	154	(43)	(28%)
Orthopaedics	229	576	694	(118)	(17%)
Urology	131	143	93	49	53%
Cardiology	134	63	69	(6)	(8%)
Dental	134	72	82	(10)	(12%)
Grand Total	7128	6,599	7,001	(402)	(6%)

Overall delivered volumes are close to contracted; however there are some variances in acute inpatients in personal health, and lower occupancy for rehabilitation inpatients.

Elective inpatient volumes are less than contracted however IDF volumes are above target, meaning overall services delivered to the Taranaki population are meeting Ministry of Health targets.

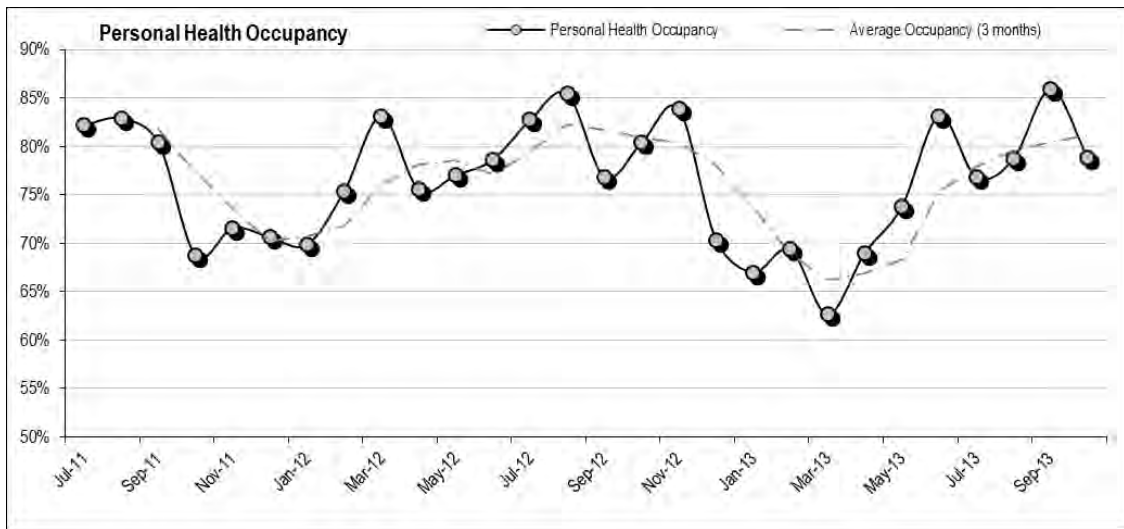
Emergency Department Presentations

		Current Month	Number Admitted Current Month	Percentage Admitted	Monthly Average YTD	Monthly Average 2013-2014	Movement from Average	Trend Current Year
Base Emergency	Triage 1	10	8		9	10	(1)	
	Triage 2	217	97		224	202	22	
	Triage 3	1,033	287		1,034	1,002	32	
	Triage 4	1,270	154		1,285	1,260	25	
	Triage 5	244	8		230	217	13	
	Total		2,774	554	20.0%	2,782	2,691	91
Hawera Emergency	Triage 1	2			2	3	(1)	
	Triage 2	76	9		82	83	(1)	
	Triage 3	428	18		378	385	(7)	
	Triage 4	637	3		728	713	15	
	Triage 5	204			243	242	1	
	Total		1,347	30	2.2%	1,433	1,425	8
Total ED Volumes	Triage 1	12	8		11	12	(2)	
	Triage 2	293	106		307	285	21	
	Triage 3	1,461	305		1,412	1,387	25	
	Triage 4	1,907	157		2,013	1,973	40	
	Triage 5	448	8		473	459	14	
	Total		4,121	584	14.2%	4,215	4,116	99



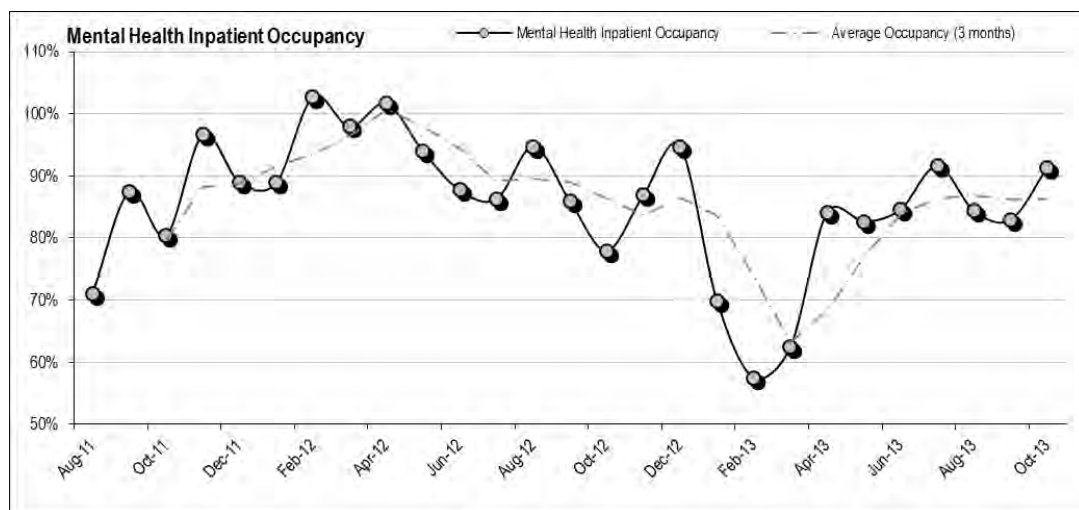
Emergency Department volumes at Hawera and Base Hospital continue to be significantly higher than contracted volumes. Patients staying less than 3 hours are 16% above contract year to date and greater than 3 hours 6% above contract across both Hawera and Base ED's

4.2 Occupancy



*November data not yet complete

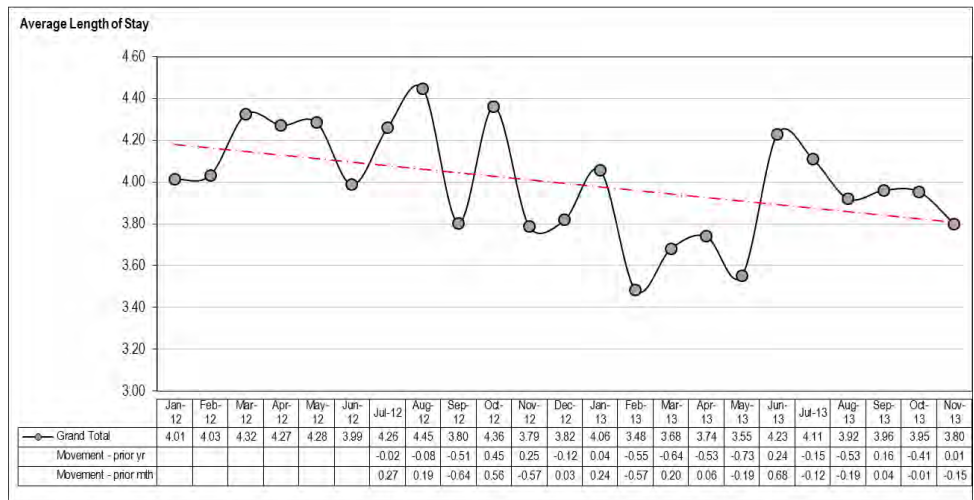
Occupancy has decreased following the winter peaks however activity on the wards has been very high. Lower occupancy is expected in the summer months with reduced theatre and elective activity.



*November data not yet complete

Mental health acute inpatient occupancy has also returned to high occupancy from the beginning of the year, however if looking at the average three month occupancy this is fairly stable over recent months. The Acute Mental Health inpatient service has only 23 beds and small movements in patients can translate to high percentage movement. This service also has a component of high and complex needs patients that require a corresponding higher use of staff resources per occupied bed.

4.2 Length of stay



Length of stay has reduced following a period of stability, and is expected to continue to decline as we move into summer. Mental Health acute length of stay has been particularly high this month with an increase of 9 days against the same period last year. The work of teams to reduce length of stay is making continued gains in this area.

5. Allied Health, Scientific and Technical Services Group

5.1 Service Overview

The Allied Health, Scientific and Technical Services Group is responsible for Diagnostic Services (Laboratory and Radiology), Pharmacy, Physiotherapy, Occupational Therapy, Social Work, Personal Health Psychology, Orthotics, Dietetics, Speech Language Therapy, Newborn Hearing Screening, Audiology and Podiatry. The Clinical Services Manager is Gloria Crossley.

5.2 Scorecard – November 2013

	Measure	Actual	Target	Change	Commentary
Increased Patient Safety					
Better Quality Care					
MRI Waiting Times*	# Patients Waiting > 6 Weeks for Scans	53%	85%	▼	Figure 56% last month, but much improved on previous quarter.
CT Waiting Times*	# Patients Waiting > 6 Weeks for Scans	83%	75%	▼	Figure continues to be better than set target
Complaints actioned in appropriate timeframes	% of complaints	100%	100%		One received and responded to.
Financial Performance					
Operating Surplus/Deficit Variance to budget year to date	\$000	(\$8K) F	0	▼	
Volumes delivered to contract target	% variance	(1%)	0	▼	
Business Improvement Savings	\$000				
FTE Employed variance to budget (year to date figure)	FTE	1.1 FTE U	0	▼	
Improved Health Status					
Engaged Workforce					
Staff Turnover*	% of total staff		5%		
Unplanned Leave*	% of		2.5%		
Excess Annual Leave (> 2 years entitlement)*	# of employees		8%		
▲ Increase positive	▲ Increase negative	▼ Decrease positive	▼ Decrease negative		
* Data reported quarterly					

5.3 Strategic Initiatives

Deliverable	Status	Increased Patient Safety	Better Quality Care	Financial Performance	Improved Health Status	Engaged Workforce
DAP Initiatives						
1. Diagnostic Services	In progress		○	○	○	
Living Within our Means Initiatives						
2. Leave Management	In progress			○		○
Other Initiatives						
3. Allied Response Teams in Emergency Department	In progress		○	○		
4. Allied Health Project	In progress		○	○	○	
Key achievements in the Month:						
<ul style="list-style-type: none"> MRI activity has improved but slight reduction this month will require close monitoring. Savings continue to be achieved in laboratory due to changes made and closer monitoring. Data not yet available for this month to understand trends. 						
Areas off Track and Remedial Actions						
<ul style="list-style-type: none"> CT scanner problems this month have caused more concern for Fulford Radiology services. 0.5FTE Psychologist position remaining unadvertised has created some challenges for the other two part time staff covering hospital psychology services. Waiting on approval to appoint staff to Allied Response Team initiative in Emergency Department which is being covered with difficulty on present staffing levels. 						

5.4 Key Issues/Initiatives identified in coming months

- Contract discussions are nearing completion with Midlands Health Network regarding allied health establishing community positions in dietetics and social work. The staff will be part of a multi-disciplinary team that will deliver a long term conditions management plan for high risk patients identified with diabetes and cardio-vascular conditions.
- Allied Response Team initiative in Emergency Department to be implemented as soon as staff approved.
- Work continues to progress on the initiative regarding provision of laboratory services in the future.

5.5 Financial Results

Summary	Group	Month Actual	Month Budget	Month Variance	YTD Actual	YTD Budget	YTD Variance	Annual Budget	YTD % Var.
Revenue	Internal Revenue	(275,364)	(284,876)	9,513 U	(1,342,004)	(1,348,738)	6,735 U	(3,059,873)	(0%) F
	Patient Revenue	(8,982)	(9,500)	518 U	(58,730)	(47,500)	(11,229) F	(114,000)	(24%) F
	Other Income	(12,553)	(1,313)	(11,240) F	(13,316)	(6,567)	(6,748) F	(15,761)	(103%) F
Revenue Total		(296,899)	(295,689)	(1,209) F	(1,414,050)	(1,402,805)	(11,242) F	(3,189,634)	(1%) F
Personnel Costs	Nursing Staff	1	1,140	(1,139) F	6	5,831	(5,825) F	13,894	(100%) F
	Allied Health Staff	312,274	299,050	13,226 U	1,557,318	1,449,967	107,349 U	3,528,867	7% U
	Management and Administration Staff	14,242	16,062	(1,821) F	80,391	80,724	(334) F	191,131	(0%) F
Personnel Costs Total		326,517	316,252	10,266 U	1,637,715	1,536,522	101,190 U	3,733,892	7% U
Outsourced Services	Other Outsourced Staff	6,635	0	6,635 U	32,443	0	32,443 U	0	100% U
	Outsourced Clinical Services	18,373	18,583	(210) F	83,508	92,917	(9,409) F	223,000	(10%) F
Outsourced Services Total		25,008	18,583	6,425 U	115,951	92,917	23,034 U	223,000	25% U
Clinical Supplies	Patient Consumables	8,625	6,196	2,430 U	31,001	33,150	(2,149) F	77,795	(6%) F
	Diagnostic Supplies	1,967	2,218	(250) F	8,292	10,288	(1,996) F	23,541	(19%) F
	Clinical Equipment	1,964	2,222	(258) F	10,228	11,147	(919) F	26,696	(8%) F
	Patient Appliances	22,585	23,095	(510) F	156,989	142,222	14,766 U	347,384	10% U
	Other Clinical Supplies	0	77	(77) F	827	327	500 U	800	153% U
Clinical Supplies Total		35,141	33,808	1,335 U	207,337	197,134	10,202 U	476,216	5% U
Infrastructure & Non Clinical Supplies	Hotel	2,641	4,477	(1,838) F	15,797	22,789	(6,992) F	52,086	(31%) F
	Staff Transport & Accommodation	80	0	80 U	149	0	149 U	0	100% U
	Other Operating Expenses	7,109	3,800	3,309 U	18,534	18,999	(467) F	45,593	(2%) F
Infrastructure & Non Clinical Supplies Total		9,830	8,277	1,551 U	34,480	41,788	(7,310) F	97,679	(17%) F
Internal Allocations	Internal Transport Costs	6,314	8,321	(2,007) F	34,338	41,606	(7,271) F	99,855	(17%) F
Internal Allocations Total		6,314	8,321	(2,007) F	34,338	41,606	(7,271) F	99,855	(17%) F
Total Expenses		402,810	385,241	17,570 U	2,029,821	1,909,967	119,854 U	4,630,642	6% U
Operating (Surplus)/Deficit prior to Allocation of Overheads		105,912	89,552	16,361 U	615,771	507,162	108,603 U	1,441,008	21% U
Overhead Allocation		535,588	560,644	(25,055) F	2,671,126	2,775,631	(104,504) F	6,443,292	(4%) F
Operating (Surplus/Deficit)		641,500	650,196	(8,694) F	3,286,897	3,282,793	4,099 U	7,884,300	0% U

Personnel Costs FTE		Month Actual FTE	Month Budget FTE	Month Variance	YTD Actual	YTD Budget	YTD Variance
2	Nursing Staff	0	0.2	(0.2) F	0	0.2	(0.2) F
2	Nursing Staff Total	0.0	0.2	(0.2) F	0.0	0.2	(0.2) F
3	Allied Health Staff	13.2	15.1	(1.9) F	13.2	15.1	(1.9) F
	2414 Physiotherapists	19.5	15.3	4.2 U	18.96	15.3	3.3 U
	2418 Speech Therapists	2.3	2.1	0.2 U	2.14	2.1	0.0 U
	2420 Therapist Aids/Assistants	6.7	7.3	(0.6) F	6.48	7.3	(0.8) F
	2428 Other Therapists	1.4	1.5	(0.1) F	1.48	1.5	(0.0) F
	2448 Psychologists	0.7	1	(0.3) F	1.02	1	0.0 U
	2454 Social Workers	6.4	6.1	0.3 U	6.36	6.1	0.3 U
	2510 Dietitians	4.3	4.2	0.1 U	4.44	4.2	0.2 U
	2512 Hearing / Vision Testers	1.4	0	1.4 U	1.18	0	1.2 U
	2520 Other Allied Health Staff	0	1	(1.0) F	0	1	(1.0) F
3	Allied Health Staff Total	55.9	53.6	2.3 U	54.9	53.6	1.3 U
5	Management and Administration Staff	4.6	5	(0.4) F	4.65	5	(0.4) F
5	Management and Administration Staff Total	4.6	5.0	(0.4) F	4.7	5.0	(0.4) F
	Direct FTE	60.5	58.8	1.7 U	59.5	58.8	0.7 U
	Allocation of Overhead/Facilities FTE	46.0	46.6	(0.6) F	45.2	46.4	(1.1) F
	Total FTE	106.5	105.4	1.1 U	103.8	105.2	(1.4) F

Comments on Major Financial Variances (group variance +/- 10% YTD)

Area	Comment	Strategies to Mitigate
Revenue	n/a	n/a
Personnel Costs	n/a	n/a
Outsourced Services	Wheelchair technician is outsourced, rather than in house	This will be an ongoing expense, offset by savings in employed FTE
Clinical Supplies	n/a	n/a
Non Clinical Supplies & Infrastructure	Lower than expected linen costs	None required
Internal Allocations	Lower than expected use of pool cars	None required

6 Medical Services Group

6.1 Service Overview

The Medical Services group is responsible for Medicine, Renal Services, Cardiology, Emergency Departments, Health Centres, Outpatients Department and Community Nursing. The Clinical Services Manager is Gillian Campbell.

6.2 Strategic Intent

6.3 Scorecard – November 2013

	Measure	Actual	Target	Change	Commentary
Increased Patient Safety					
Patient Falls*	# Patients				
Hospital Acquired Infections*	# Patients				
Pressure Areas*	# Patients				
Better Quality Care					
Shorter Stays in Emergency Department - < 6hours	% of presentations	93.4%	95%	▼	High volumes have impacted on targets
Percentage of Acute Admissions from ED	% of presentations		30%	-	Data not yet available
Change in ED Presentation Volumes (Hawera and Base Emergency)	% Change from Previous Year	6.3%	0%	▲	
FSA waiting longer than 5 months	# Patients	0	0	-	
Faster Cancer Treatment *					Data not yet available
- FCT 1	Days		62 days		
- FCT 2	Days		14 Days		
- FCT 3	Days		31 Days		
Complaints actioned in appropriate timeframes	% of complaints	100%	100%	▼	
Financial Performance					
Operating Surplus/Deficit Variance to budget	\$000	\$88K U	0	▼	
Volumes delivered to contract target	% variance	2%	0	-	
Business Improvement Savings	\$000				
FTE Employed variance to budget	FTE	3.4 FTE (U)	0	▼	
Improved Health Status					
Better help for smokers to quit	% of patients offered advice	97.1%	95%	▲	
DNA Rate (all ethnicities)	% of total patients	9%	9%	▼	Small reduction in rate has achieved the target
Avoidable Admissions – adult*	# Patients				
Engaged Workforce					

	Measure	Actual	Target	Change	Commentary
Staff Turnover*	% of total staff		5%		
Unplanned Leave*	% of FTEs		2.5%		
Excess Annual Leave (> 2 years entitlement)*	% of employees		0		
▲ Increase positive		▲ Increase negative		▼ Decrease positive	
				▼ Decrease negative	
* Data reported quarterly					

6.4 Strategic Initiatives

Deliverable	Status	Increased Patient Safety	Better Quality Care	Financial Performance	Improved Health Status	Engaged Workforce
DAP Initiatives						
5. Shorter Stays in Emergency Department	On Track		○		○	
6. Implement Faster Cancer Treatment Work Programme	On Track		○		○	
7. Shorter Wait Times for Cancer Treatment	On Track		○		○	
8. Acute Coronary Syndrome	On Track		○		○	
9. Cardiac Services – Cardiology Project	On Track		○		○	
10. Cardiac Surgery	On Track		○		○	
11. Access to Services - DNAs	Behind Plan			○	○	
12. Cardiovascular Disease, Tertiary Cardiac Interventions	Behind Plan		○		○	
13. Better Support for Smokers to Quit in Secondary Care	BAU				○	
14. Better Support for Pregnant Women to Quit	On Track				○	
Living Within our Means Initiatives						
15. Acute Length of Stay - medical	On Track		○	○		
16. Discharge Before 11 am - medical	BAU		○	○		
17. Leave Management	On Track			○		○
Other Initiatives						
18. Community Ambulatory	On Track		○	○		
19. Acute Pathway	On Track	○	○	○	○	
20. Regional Renal Services	On Track		○		○	
21. ACC Pain Service Review	Behind Plan		○	○		
Key achievements in the Month:						
<ul style="list-style-type: none"> November 2013 has seen another reduction in length of stay from 4.32 days to 3.7 days. Community Ambulatory project – recommendations for community ambulatory project to be completed and agreed in December Cardiology Project – regional work continues. Looking at progressing pacing technician service locally. Two techs commencing training in January. Fluoroscopy machine replacement business case completed 						
Areas off Track and Remedial Actions						
<ul style="list-style-type: none"> Cancer treatment – ensuring accurate baseline data collection remains a priority. Early data suggests lung cancer is an area of focus for TDHB. Looking at establishing lung cancer medical clinics weekly with improved physician staffing next year. MOH approval for cancer tracker funding, recruitment under way DNA project – first intervention remains targeted at cardiology investigation booking. Intervention to be undertaken in new year. Stakeholder meeting and support for intervention. 						

6.5 Key Issues/Initiatives identified in coming months

- Volume of patients attending the ED continues to be the most significant area of pressure. Temporary staffing plans remain in place and are being reviewed weekly. Patient presentation growth continues in the triage 4 and 5 categories. Slippage in 6 hour target is being noticed on days of presentations greater than 100 at TBH. DHB are working with the Midland Health Network to develop a solution to the issues around acute demand.
- District Nursing – Following the change to Palliative nursing services (Hospice now providing service to Stratford and Patea) a new model of service has been delivery confirmed based on 2 hubs (New Plymouth and Central/South). Ensures equitable access of service across the region and improves ability for staff peer support.

6.6 Financial Results

Data											
Summary	Group	Month Actual	Month Budget	Month Variance		YTD Actual	YTD Budget	YTD Variance	Annual Budget	YTD % Var.	
Revenue	Internal Revenue	(4,352,525)	(4,343,321)	(9,204)	F	(21,727,592)	(21,753,937)	26,345	U	(49,373,260)	(0%) F
	Other Income	(5,200)	0	(5,200)	F	(29,757)	0	(29,757)	F	0	(100%) F
Revenue Total		(4,357,725)	(4,343,321)	(14,404)	F	(21,757,349)	(21,753,937)	(3,412)	F	(49,373,260)	(0%) F
Personnel Costs	Medical Staff	644,852	584,242	60,609	U	3,213,904	3,001,829	212,075	U	7,570,661	7% U
	Nursing Staff	960,689	901,039	59,650	U	4,782,743	4,610,072	172,670	U	10,984,761	4% U
	Allied Health Staff	54,742	47,863	6,878	U	260,585	232,030	28,555	U	564,747	12% U
	Management and Administration Staff	58,174	48,819	9,353	U	298,600	245,352	53,247	U	580,921	22% U
Personnel Costs Total		1,718,457	1,581,963	136,490	U	8,555,832	8,089,283	466,547	U	19,701,090	6% U
Outsourced Services	Outsourced Medical Staff	67,324	54,017	13,307	U	449,891	270,088	179,803	U	648,210	67% U
	Referred Services	0	450	(450)	F	116	2,250	(2,134)	F	5,400	(95%) F
	Outsourced Clinical Services	61,883	49,231	12,652	U	186,000	246,150	(60,150)	F	590,762	(24%) F
Outsourced Services Total		129,207	103,698	25,509	U	636,007	518,488	117,519	U	1,244,372	23% U
Clinical Supplies	Patient Consumables	249,447	244,292	5,153	U	1,239,759	1,306,872	(67,114)	F	3,067,005	(5%) F
	Diagnostic Supplies	6,518	9,630	(3,113)	F	38,718	44,700	(5,985)	F	102,291	(13%) F
	Clinical Equipment	21,275	16,105	5,171	U	97,853	80,769	17,088	U	192,278	21% U
	Patient Appliances	39,246	30,446	8,800	U	220,489	187,490	33,000	U	457,953	18% U
	Other Clinical Supplies	0	103	(103)	F	0	436	(436)	F	1,066	(100%) F
Clinical Supplies Total		316,487	300,576	15,908	U	1,596,819	1,620,267	(23,447)	F	3,820,593	(1%) F
Infrastructure & Non Clinical Supplies	Hotel Facilities	61,343	71,345	(9,999)	F	343,858	363,127	(19,268)	F	829,941	(5%) F
	Staff Transport & Accommodation	2,696	150	2,547	U	4,929	748	4,181	U	1,795	559% U
	IT & Telecommunications	120	125	(5)	F	662	625	37	U	1,500	6% U
	Other Operating Expenses	10,334	8,319	2,013	U	47,274	41,627	5,645	U	99,865	14% U
Infrastructure & Non Clinical Supplies Total		74,493	82,571	(8,078)	F	399,179	419,713	(20,535)	F	965,634	(5%) F
Internal Allocations	Internal Transport Costs	13,492	14,154	(662)	F	69,760	70,764	(1,009)	F	169,831	(1%) F
Internal Allocations Total		13,492	14,154	(662)	F	69,760	70,764	(1,009)	F	169,831	(1%) F
Total Expenses		2,252,135	2,082,962	169,169	U	11,257,597	10,718,515	539,075	U	25,901,520	5% U
Operating (Surplus)/Deficit prior to Allocation of Overheads		(2,105,590)	(2,260,359)	154,765	U	(10,499,752)	(11,035,422)	535,663	U	(23,471,740)	(5%) F
Overhead Allocation		1,430,507	1,497,431	(66,921)	F	7,134,340	7,413,462	(279,120)	F	17,209,459	(4%) F
Operating (Surplus/Deficit)		(675,083)	(762,928)	87,844	U	(3,365,412)	(3,621,960)	256,543	U	(6,262,281)	(7%) F

Personnel Costs FTE		Month Actual FTE	Month Budget FTE	Month Variance		YTD Actual	YTD Budget	YTD Variance
1 Medical Staff	2005 Specialist Medical Officer	15.0	21.2	(6.2)	F	14.9	21.2	(6.3)
	2015 MOSS	8.7	3.7	5.0	U	8.0	3.7	4.3
	2035 Registrars	9.0	10.0	(1.0)	F	9.0	10.0	(1.0)
1 Medical Staff Total		32.7	34.9	(2.2)	F	31.9	34.9	(3.0)
2 Nursing Staff	2204 Nurse Practitioners	0.0	1.2	(1.2)	F	0.0	1.2	(1.2)
	2205 Senior Nurses	15.0	14.0	1.0	U	14.4	12.7	1.8
	2210 Registered Nurses	109.7	104.8	4.9	U	102.8	99.7	3.1
	2215 Enrolled Nurses	5.6	5.8	(0.2)	F	5.0	5.2	(0.2)
	2235 Health Service Assistants	18.9	18.6	0.3	U	17.0	17.6	(0.7)
2 Nursing Staff Total		149.2	144.4	4.8	U	139.2	136.4	2.8
3 Allied Health Staff	2412 Occupational Therapists	0.0	0.0	0.0	U	0.0	0.0	0.0
	2440 Health Education Workers	4.9	4.3	0.6	U	4.9	4.3	0.6
	2508 Technicians	3.9	4.0	(0.1)	F	3.5	4.0	(0.5)
3 Allied Health Staff Total		8.8	8.3	0.5	U	8.4	8.3	0.1
5 Management and Administration Staff	2830 Admin Clerical (Clinical)	14.5	12.6	1.9	U	14.6	12.6	2.0
5 Management and Administration Staff Total		14.5	12.6	1.9	U	14.6	12.6	2.0
Direct FTE		205.2	200.2	5.0	U	194.2	192.2	2.0
Allocation of Overhead/Facilities FTE		123.0	124.6	(1.6)	F	118.9	121.8	(3.0)
Total FTE		328.2	324.8	3.4	U	313.0	314.0	(1.0)

Comments on Major Financial Variances (group variance +/- 10% YTD)

Area	Comment	Strategies to Mitigate
Revenue	n/a	n/a
Personnel Costs	n/a	n/a
Outsourced Services	Variance in outsourced medical staff relates to Hawera Medical staff where there have been significant vacancies	The variance for the month of November is reduced from previous months. Full employment in the department has reduced the reliance on locum staff and costs will reduce to the end of the year.
Clinical Supplies	n/a	n/a
Non Clinical Supplies and Infrastructure	n/a	n/a

7 Maternal and Child Health Group

7.1 Service Overview

The Maternal and Child Health Group is responsible for Maternity, Neonatal, Paediatric Medicine, Gynaecology, Child Health, Public Health Nursing and Sexual Health. The Clinical Services Manager is Leigh Cleland.

The vision for Child Maternal Health is to provide safe, equitable and patient focused maternity and paediatric services within Ministry of Health guidelines.

7.2 Scorecard – November 2013

	Measure	Actual	Target	Change	Commentary
Increased Patient Safety					
Patient Falls*	# Patients				
Hospital Acquired Infections*	# Patients				
Pressure Areas*	# Patients				
Better Quality Care					
FSA waiting longer than 5 months	# Patients	0	0		
Complaints actioned in appropriate timeframes	% of complaints	100%	100%		
Financial Performance					
Operating Surplus/Deficit Variance to budget	\$000	(\$14K) F	\$0	▼	
Volumes delivered to contract target	% variance	10% (F)	0%	-	
Business Improvement Savings	\$000				
FTE Employed variance to budget	FTE	3.1 FTE (F)	0	▼	
Improved Health Status					
Immunisation Targets	% of children immunised at 8 months	90%	85%		Immunisation rates remain steady at 90%
DNA Rate - Oral Health	% of total patients	16.36%	10%	▼	
Avoidable Admissions 0-16 years*	# Patients				
Family Violence Screening*			TBA		Work is underway to measure this accurately and to increase the screening rate.
Elective Caesarean Rate	% of births	23%	25%	▼	On track and very good when compared nationally
Breastfeeding	% exclusively breastfeeding on discharge	77%	75%	▼	86% - Great result for Hawera Hospital this month – YTD average 77%
Whanau Pakari Referrals	# of referrals	9	11		Target of 33 for the quarter, likely to be less.
Gateway Assessments Undertaken	number of assessments completed	29	77	▼	6 new referrals into the service were received in the month, on track.
Engaged Workforce					
Staff Turnover*	% of total staff		8%		
Midwifery Vacancies*	# of vacancies	3.1	0		Recruitment plan in place.

	Measure	Actual	Target	Change	Commentary
Unplanned Leave*	% of all leave		2.5%		
Excess Annual Leave (> 2 years entitlement)*	% of employees		8%		
▲ Increase positive	▲ Increase negative	▼ Decrease positive	▼ Decrease negative		
* Data reported quarterly					

7.3 Strategic Initiatives

Deliverable	Status	Increased Patient Safety	Better Quality Care	Financial Performance	Improved Health Status	Engaged Workforce
DAP Initiatives						
22. Cement and Building on Gains in Resilience and Recovery for the Most Vulnerable – Secondary					○	
23. Oral Health			○		○	
24. More Timely Access to Specialist and Referred Services			○	○	○	
25. Quality Improvement – Maternity		○	○			
26. Expanding the use of HEEADSSS Wellness Checks in Schools and Primary Care Settings			○		○	
27. Reduce the Number of Assaults and Children/Implement the Children's Action Plan		○			○	
Living Within our Means Initiatives						
28. Acute Length of Stay			○	○		
29. Hawera Maternity and Community Midwifery Reviews			○	○		
30. Leave Management				○		○
31. Medical TOPs	Completed	○	○	○		
Other Initiatives						
32. Maternity Annual Plan	Achieved		○	○		
33. Whanau Pakari					○	
34. Hospital at a Glance			○	○		○
35. Care Capacity and Demand Management/Variance Response Management			○	○		○
36. Rangiatea Community Dental Clinic	Completed		○		○	
Key achievements in the Month:						
<ul style="list-style-type: none"> Model of staffing for Hawera decided, objective of a viable service for south Taranaki women expected to be achieved. Emergency dental service for Hawera Hospital and Waitara community agreed on and in implementation stage. Expected to commence for these areas in the New Year. Ward 2b art finalised and will be up in January 2014, planning commencing for phase two of the art work. Planning also to roll art work out to community dental clinics. Elective Caesareans being scheduled onto elective gynaecology surgical lists is proving successful following some teething issues. 						
Areas off Track and Remedial Actions						
<ul style="list-style-type: none"> TDHB's family violence co-ordinator is currently being recruited to following a resignation. Work has commenced in relation to screening women and recording this. Governance group met this month and are in agreement that this needs to be supported and worked on. 						

7.4 Key Issues/Initiatives identified in coming months

- In line with the District Annual Plan, HEEADSSS assessments being implemented into decile three schools is being planned for in the new year.
- Planning for improved service provision in Paediatric services is underway, improved psychologist, mental health and outpatients nurse support will reduce paediatric follow up and first specialist assessment time for our paediatricians.
- Family violence initiatives around screening and measuring within TDHB.
- Management of Gateway assessment at TDHB continues, we have a target of 77 referrals that we are funded to see annually, it is predicted that we will need to go over this to meet the need. Discussion with the Ministry of Health nationally are underway to improve funding to support this. CYF, and DHB continue to work together to manage this.

7.5 Financial Results

Summary	Group	Month Actual	Month Budget	Month Variance	YTD Actual	YTD Budget	YTD Variance	Annual Budget	YTD % Var.
Revenue	Internal Revenue	(1,945,470)	(1,849,346)	(96,124) F	(9,851,459)	(9,680,001)	(171,458) F	(21,775,819)	2% U
	Government Revenue	5,852	0	5,852 U	(29,260)	0	(29,260) F	0	(100%) F
	Patent Revenue	(783)	(4,122)	3,340 U	(17,177)	(20,612)	3,435 U	(49,470)	17% U
	Other Income	(15,844)	0	(15,845) F	(25,718)	0	(25,718) F	0	(100%) F
Revenue Total		(1,956,245)	(1,853,468)	(102,777) F	(9,923,614)	(9,700,613)	(223,001) F	(21,825,289)	(2%) F
Personnel Costs	Medical Staff	299,728	304,505	(4,774) F	1,555,642	1,564,680	(9,036) F	3,946,784	(1%) F
	Nursing Staff	589,304	548,735	40,567 U	2,764,548	2,807,565	(43,015) F	6,689,779	(2%) F
	Allied Health Staff	208,712	196,308	12,405 U	974,613	951,763	22,850 U	2,317,420	2% U
	Management and Administration Staff	43,306	50,609	(7,301) F	232,668	254,339	(21,671) F	602,198	(9%) F
Personnel Costs Total		1,141,051	1,100,157	40,897 U	5,527,471	5,578,347	(50,872) F	13,556,181	(1%) F
Outsourced Services	Outsourced Medical Staff	50,146	3,920	46,226 U	88,687	19,600	69,087 U	47,040	352% U
	Referred Services	0	0	0 F	2,725	0	2,725 U	0	100% U
	Outsourced Clinical Services	40,743	30,862	9,882 U	147,298	154,313	(7,015) F	370,351	(5%) F
Outsourced Services Total		90,889	34,782	56,108 U	238,710	173,913	64,797 U	417,391	37% U
Clinical Supplies	Patent Consumables	56,234	42,330	13,900 U	258,318	226,465	31,851 U	531,474	14% U
	Diagnostic Supplies	1,347	899	450 U	7,602	4,167	3,431 U	9,537	82% U
	Clinical Equipment	18,390	18,186	203 U	99,860	93,075	6,786 U	219,572	7% U
	Patent Appliances	7,958	3,129	4,829 U	20,738	19,269	1,469 U	47,066	8% U
	Patent Transport and Accommodation	0	0	0 F	252	0	252 U	0	100% U
	Other Clinical Supplies	470	1,296	(826) F	650	5,491	(4,841) F	13,434	(88%) F
Clinical Supplies Total		84,398	65,840	18,556 U	387,420	348,467	38,948 U	821,083	11% U
Infrastructure & Non Clinical Supplies	Hotel	35,015	36,235	(1,217) F	159,661	184,417	(24,759) F	421,500	(13%) F
	Facilities	12,016	7,939	4,079 U	41,885	40,975	910 U	98,125	2% U
	Staff Transport & Accommodation	15,090	8,481	6,609 U	77,403	42,410	34,994 U	101,768	83% U
	IT & Telecommunications	72	53	19 U	397	265	132 U	636	50% U
	Other Operating Expenses	8,159	7,547	611 U	43,179	37,745	5,437 U	90,522	14% U
Infrastructure & Non Clinical Supplies Total		70,353	60,255	10,101 U	322,525	305,812	16,714 U	712,551	5% U
Internal Allocations	Internal Transport Costs	12,111	13,486	(1,374) F	65,636	67,425	(1,793) F	161,820	(3%) F
	Internal Charges	(120)	(1,000)	880 U	(317)	(5,000)	4,683 U	(12,000)	94% U
Internal Allocations Total		11,991	12,486	(494) F	65,319	62,425	2,894 U	149,820	5% U
Total Expenses		1,398,681	1,273,520	125,161 U	6,541,445	6,468,964	72,477 U	15,657,026	1% U
Operating (Surplus)/Deficit prior to Allocation of Overheads		(557,563)	(579,948)	22,391 U	(3,382,169)	(3,231,649)	(150,524) F	(6,168,263)	5% U
Overhead Allocation		778,464	814,884	(36,417) F	3,882,421	4,034,315	(151,894) F	9,365,177	(4%) F
Operating (Surplus/Deficit)		220,901	234,936	(14,026) F	500,252	802,666	(302,418) F	3,196,914	(38%) F

Personnel Costs FTE		Month Actual	Month Budget	Month Variance	YTD Actual	YTD Budget	YTD Variance
		FTE	FTE	FTE			
1 Medical Staff	2005 Specialist Medical Officer	8.9	10.7	(1.8) F	8.9	10.7	(1.8) F
	2015 MOSS	3.1	2.3	0.8 U	3.1	2.3	0.8 U
	2035 Registrars	3.4	4.0	(0.6) F	3.8	4.0	(0.2) F
1 Medical Staff Total		15.4	17.0	(1.6) F	15.8	17.0	(1.2) F
2 Nursing Staff	2205 Senior Nurses	7.5	8.0	(0.5) F	6.7	8.0	(1.3) F
	2210 Registered Nurses	53.1	51.5	1.6 U	51.1	51.5	(0.4) F
	2215 Enrolled Nurses	2.1	1.7	0.4 U	2.2	1.7	0.5 U
	2225 Registered Midwives	20.0	16.2	3.8 U	19.6	16.2	3.4 U
	2235 Health Service Assistants	6.5	8.3	(1.8) F	6.4	8.3	(1.9) F
2 Nursing Staff Total		89.2	85.7	3.5 U	86.1	85.7	0.4 U
3 Allied Health Staff	2408 Dental Therapists	14.9	15.4	(0.5) F	14.4	15.4	(1.0) F
	2412 Occupational Therapists	1.3	1.8	(0.5) F	1.3	1.8	(0.5) F
	2414 Physiotherapists	1.8	2.0	(0.2) F	1.8	2.0	(0.2) F
	2418 Speech Therapists	1.2	1.2	0.0 U	1.2	1.2	0.0 U
	2420 Therapist Aids/Assistants	17.9	18.3	(0.4) F	17.5	18.3	(0.8) F
	2428 Other Therapists	1.5	0.7	0.8 U	1.4	0.7	0.7 U
	2454 Social Workers	0.0	0.6	(0.6) F	0.4	0.6	(0.2) F
	2512 Hearing / Vision Testers	1.2	1.2	0.0 U	1.2	1.2	(0.0) F
	2520 Other Allied Health Staff	0.6	0.5	0.1 U	0.4	0.5	(0.1) F
3 Allied Health Staff Total		40.4	41.7	(1.3) F	39.7	41.7	(2.0) F
5 Management and Administration Staff	2815 Managers	1.0	1.0	0.0 U	1.0	1.0	0.0 U
	2824 Professional (Business)	0.8	0.0	0.8 U	0.8	0.0	0.8 U
	2830 Admin Clerical (Clinical)	8.5	12.1	(3.6) F	9.5	12.1	(2.6) F
5 Management and Administration Staff Total		10.3	13.1	(2.8) F	11.3	13.1	(1.8) F
Direct FTE		155.3	157.5	(2.2) F	152.8	157.5	(4.7) F
Allocation of Overhead/Facilities FTE		66.9	67.8	(0.9) F	65.7	67.4	(1.6) F
Total FTE		222.2	225.3	(3.1) F	218.6	224.9	(6.3) F

Comments on Major Financial Variances (+/- 10% YTD)

Area	Comment	Strategies to Mitigate
Revenue	n/a	n/a
Personnel Costs	n/a	n/a
Outsourced Services	High costs relate to use of Registrar locums where there is a vacancy in the service	This will be ongoing while the vacancy remains
Clinical Supplies	n/a	n/a
Non Clinical Supplies and Infrastructure	n/a	n/a
Internal Allocations	n/a	n/a

8. Mental Health and Addiction Services Group

8.1 Service Overview

The Mental Health and Addiction Services Group is responsible for a 23 bed Acute Inpatient Mental Health Ward (nominally assigned as Adult Beds 15, Psychogeriatric beds 4, Intensive Psychiatric Care beds-4), Acute Intervention Mental Health Services (Crisis and Acute Home Based Services) Community Mental Health (North and South, & Perinatal Services), Child & Adolescent and Alcohol and Other Drug Services. The Clinical Service Manager is Wendy Langlands.

8.2 Scorecard – November 2013

	Measure	Actual	Target	Change	Commentary
Increased Patient Safety					
Seclusion	# of patients	7		▼	There were 7 patients in total compared to 8 the previous month.
	# of seclusion episodes	19		▼	There were 19 seclusion episodes compared to 26 the previous month. Reasons for seclusion- serious threats of violence towards others/disturbed disinhibited behaviour posing risk to self.
Restraint	# of Patients	5		▼	5 patients compared to 6 for the previous month.
	# of Restraints	13		▲	13 restraint episodes occurred compared to 9 for the previous month. The restraint minimisation group has been reinstated to look at seclusion reduction.
Better Quality Care					
7 day follow up post discharge					
					Service Wide results
CAMHS	% of Patients	100%	90%	▲	
North	% of Patients	100%	90%	▲	
South	% of Patients	100%	90%	▲	
MHSOP	% of Patients	100%	90%	▲	
AoD	% of Patients	N/A	90%		
Inpatient Services Occupancy					
Te Puna Waioira- 23 bed unit	% of patients	72.8 %	85%		This is a combined percentage made up of 84% Adult, Elderly 45 % and IPC 58.3 %. Average occupancy for yr. 12/13 78.7 %
Brixton House- 4 bed facility	% of patients	77.5 %	100%		Average occupancy for yr. 12/13 79.9 %
Financial Performance					
Operating Surplus/Deficit Variance to	\$000	\$132K U		-	
Volumes delivered to contract target	% variance	(3%) F	0		
Business Improvement Savings	\$000				
FTE Employed variance to budget	FTE	(8.1 FTE) F	0	▼	

	Measure	Actual	Target	Change	Commentary
Improved Health Status					
Relapse Prevention Planning	% of patients with plans	41 %	60%	▼	
Engaged Workforce					
Casual nursing utilisation / overtime*					
Accrued Annual Leave (> 2 years entitlement)*					
Specialling	FTE used		2 FTE		Data not yet available
Vacancies	FTE		0		
Staff Turnover*	% of total staff		8%		
Unplanned Leave*	% of budgeted FTE		2.5%		
Excess Annual Leave (> 2 years entitlement)*	% of employees		8%		
▲ Increase positive		▲ Increase negative		▼ Decrease positive	
				▼ Decrease negative	
* Data reported quarterly					

8.3 Strategic Initiatives

Deliverable	Status	Increased Patient Safety	Better Quality Care	Financial Performance	Improved Health Status	Engaged Workforce
DAP Initiatives						
37. Deliver Increased Access for All Age Groups – Hospital Specialist Services			○	○	○	
38. Make Better Use of Resources/ Value for Money				○		
39. Improve Primary, Secondary Integration – Hospital Services			○		○	
Living Within our Means Initiatives						
40. Leave Management				○		○
Other Initiatives						
41. IPC Facility Redesign		○	○	○		
42. Staff Duress Alarms		○				○
43. Crisis Respite			○	○		
44. Co-existing Problems (CEP) Capabilities			○		○	
Key achievements in the Month:						
<ul style="list-style-type: none"> IPC Redesign- Good progress being made. Project to continue for 2014. Key focus will be around ensuring model of care complements/supports the wards Intensive Psychiatric continuum of care for patients. 						

8.4 Key Issues/Initiatives identified in coming months

- Participation in the National Key Performance Indicator Program. TDHBs MH&A provider arm will continue to participate in this national program which is to be funded by the MOH. The focus is to be on productivity indicators.

8.5 Financial Results

Summary	Group	Month Actual	Month Budget	Month Variance	YTD Actual	YTD Budget	YTD Variance	Annual Budget	YTD % Var.
Revenue	Internal Revenue	(1,674,153)	(1,856,374)	182,221 U	(8,781,713)	(9,126,418)	344,705 U	(21,321,061)	(4%) F
	Patent Revenue	(1,894)	(500)	(1,394) F	(20,201)	(2,500)	(17,701) F	(6,000)	(708%) F
	Other Income	0	(3,036)	3,036 U	0	(15,178)	15,178 U	(36,427)	100% U
Revenue Total		(1,676,047)	(1,859,910)	183,863 U	(8,801,914)	(9,144,096)	342,182 U	(21,363,488)	4% U
Personnel Costs	Medical Staff	245,772	274,018	(28,246) F	1,309,267	1,408,031	(98,763) F	3,551,663	(7%) F
	Nursing Staff	590,635	589,793	843 U	2,897,199	3,017,638	(120,440) F	7,190,335	(4%) F
	Allied Health Staff	220,137	220,481	(344) F	1,064,956	1,069,073	(4,119) F	2,601,813	(0%) F
	Management and Administration Staff	26,795	25,131	1,664 U	120,340	126,299	(5,957) F	299,036	(5%) F
Personnel Costs Total		1,083,338	1,109,423	(26,083) F	5,391,762	5,621,041	(229,279) F	13,642,847	(4%) F
Outsourced Services	Outsourced Medical Staff	20,908	7,037	13,871 U	268,970	35,183	233,787 U	84,439	664% U
	Outsourced Clinical Services	31,313	38,491	(7,177) F	139,923	192,454	(52,532) F	461,889	(27%) F
Outsourced Services Total		52,221	45,528	6,694 U	408,893	227,637	181,255 U	546,328	80% U
Clinical Supplies	Patent Consumables	850	1,191	(343) F	5,527	6,376	(849) F	14,962	(13%) F
	Diagnostic Supplies	66	181	(116) F	886	838	49 U	1,917	6% U
	Clinical Equipment	122	133	(10) F	641	659	(18) F	1,581	(3%) F
	Patent Appliances	0	5	(5) F	0	32	(32) F	79	(100%) F
	Pharmaceuticals	1,802	894	908 U	4,917	4,281	636 U	10,000	15% U
	Staff Transport and Accommodation	0	75	(75) F	0	317	(317) F	775	(100%) F
	Other Clinical Supplies	512	587	(75) F	2,689	2,486	203 U	6,084	8% U
Clinical Supplies Total		3,352	3,066	284 U	14,660	14,989	(328) F	35,398	(2%) F
Infrastructure & Non Clinical Supplies	Hotel Facilities	13,382	16,735	(3,351) F	75,671	85,182	(9,511) F	194,666	(11%) F
	Staff Transport & Accommodation	1,463	478	986 U	3,556	2,389	1,167 U	5,730	49% U
	Other Operating Expenses	6,627	4,254	2,376 U	20,141	21,345	(1,207) F	51,117	(6%) F
Infrastructure & Non Clinical Supplies Total		21,616	21,467	155 U	101,179	108,916	(7,740) F	251,533	(7%) F
Internal Allocations	Internal Transport Costs	17,364	20,583	(3,219) F	101,764	102,913	(1,152) F	246,991	(1%) F
Internal Allocations Total		17,364	20,583	(3,219) F	101,764	102,913	(1,152) F	246,991	(1%) F
Total Expenses		1,177,891	1,200,067	(22,169) F	6,018,258	6,075,496	(57,244) F	14,723,097	(1%) F
Operating (Surplus)/Deficit prior to Allocation of Overheads		(498,156)	(659,843)	161,694 U	(2,783,656)	(3,068,600)	284,938 U	(6,640,391)	(9%) F
Overhead Allocation		628,437	657,837	(29,399) F	3,134,191	3,256,812	(122,620) F	7,560,298	(4%) F
Operating (Surplus/Deficit)		130,281	(2,006)	132,295 U	350,535	188,212	162,318 U	919,907	86% U

Personnel Costs FTE		Month Actual	Month Budget	Month Variance	YTD Actual	YTD Budget	YTD Variance
1 Medical Staff	2005 Specialist Medical Officer	10.8	12.7	(1.9) F	10.8	12.7	(1.9) F
	2015 MOSS	0.0	0.0	0.0 U	0.0	0.0	0.0 U
	2035 Registrars	0.0	1.0	(1.0) F	0.3	1.0	(0.7) F
1 Medical Staff Total		10.8	13.7	(2.9) F	11.1	13.7	(2.6) F
2 Nursing Staff	2205 Senior Nurses	8.8	14.4	(5.6) F	9.4	14.4	(5.0) F
	2210 Registered Nurses	66.5	65.2	1.3 U	65.9	65.2	0.7 U
	2215 Enrolled Nurses	3.2	1.7	1.5 U	2.9	1.7	1.2 U
	2235 Health Service Assistants	12.4	10.8	1.6 U	12.8	10.8	2.0 U
2 Nursing Staff Total		90.9	92.1	(1.2) F	91.0	92.1	(1.1) F
3 Allied Health Staff	2412 Occupational Therapists	3.2	3.4	(0.2) F	3.3	3.4	(0.1) F
	2428 Other Therapists	0.0	0.0	0.0 U	0.0	0.0	0.0 U
	2434 Case Managers	2.0	0.0	2.0 U	2.3	0.0	2.3 U
	2436 Community Support Workers	9.2	11.1	(1.9) F	8.8	11.1	(2.3) F
	2438 Cultural Workers	0.0	1.0	(1.0) F	0.6	1.0	(0.4) F
	2448 Psychologists	7.9	9.8	(1.9) F	7.9	9.8	(1.9) F
	2454 Social Workers	6.2	10.0	(3.8) F	6.6	10.0	(3.4) F
	2456 Trainee Psychologists	1.0	0.0	1.0 U	1.0	0.0	1.0 U
	2458 Youth Workers	4.2	0.3	3.9 U	4.5	0.3	4.2 U
	2520 Other Allied Health Staff	0.0	1.0	(1.0) F	0.0	1.0	(1.0) F
3 Allied Health Staff Total		33.7	36.6	(2.9) F	34.9	36.6	(1.7) F
5 Management and Administration Staff	2822 Supervisors (Business)	0.0	1.0	(1.0) F	0.0	1.0	(1.0) F
	2824 Professional (Business)	0.8	0.0	0.8 U	0.8	0.0	0.8 U
	2830 Admin Clerical (Clinical)	5.0	5.2	(0.2) F	5.0	5.2	(0.2) F
5 Management and Administration Staff Total		5.8	6.2	(0.4) F	5.8	6.2	(0.4) F
Direct FTE		141.2	148.6	(7.4) F	142.9	148.6	(5.7) F
Allocation of Overhead/Facilities FTE		54.0	54.7	(0.7) F	53.1	54.4	(1.3) F
Total FTE		195.2	203.3	(8.1) F	196.0	203.0	(7.0) F

Comments on Major Financial Variances (group variance +/- 10% YTD)

Area	Comment	Strategies to Mitigate
Revenue	n/a	n/a
Personnel Costs	n/a	n/a
Outsourced Services	High use of locum medical staff has been a necessity to enable service provision	Recruitment and development of solutions continues to be a priority for the Service Manager
Clinical Supplies	n/a	n/a
Non Clinical Supplies and Infrastructure	n/a	n/a

9. Health of Older People Services Group

9.1 Service Overview

The Health of Older People Services Group is responsible for Geriatricians & Psychogeriatricians, Inpatient Rehabilitation, Intermediate Care Services (ICATT&E-ICATT), Community Support Services/NASC (Care Managers, Screenor/Assessors, and Lead InterRAI Practitioner), Psychogeriatric Services- Inpatient and Community and Home Support Services. The Clinical Service Manager is Wendy Langlands.

9.2 Scorecard – November 2013

	Measure	Actual	Target	Change	Commentary
Increased Patient Safety					
Patient Falls	# Patients	8	0	▼	Across the HOP service there were 8 falls in the general rehabilitation ward compared with 13 the previous month, Of the 8 recorded falls on patient fell 2 times. Nil serious injuries occurred.
Better Quality Care					
Dedicated area for management of people with stroke*	% of patients are admitted to dedicated stroke area		80%		Quarterly reporting regionally Next report due Jan
Thrombolysis *	% of eligible stroke patients. Thrombolysed		6%		Quarterly reporting regionally Next report due Jan
Enhanced Intermediate Care Service (E-ICATT)	% of clients that return to the community following discharge from service	100 %	75 %	▲	6 clients were admitted in November of these 3 were discharged home and 3 continue in rehab in the service.
Financial Performance					
Operating Surplus/Deficit Variance to budget	\$000	(\$8k) F	0	▲	
Volumes delivered to contract target	% variance	(5%) F	0	-	
Business Improvement Savings	\$000				
FTE Employed variance to budget	FTE	1 FTE U	0	▼	
Improved Health Status					
Re admission rate for over 75+,	% of total patients	9.4 %	Q 1		Quarterly report (source: Ownership Dimension 8 MOH) . Report next due Jan
Engaged Workforce					
Staff Turnover*	% of total staff		8%		
Unplanned Leave*	% of FTE		2.5%		
Excess Annual Leave (> 2 years entitlement)*	% of employees		8%		
▲ Increase positive		▲ Increase negative		▼ Decrease positive	
				▼ Decrease negative	
* Data reported quarterly					

9.3. Strategic Initiatives

Deliverable	Status	Increased Patient Safety	Better Quality Care	Financial Performance	Improved Health Status	Engaged Workforce
DAP Initiatives						
45. Stroke Services			○		○	
46. Community Specialist Health of Older People Team			○		○	
47. Wrap Around Services for Older People			○		○	
4. Fracture Liaison Service		○	○			
5. Dementia Pathway			○		○	
Living Within our Means Initiatives						
6. Leave Management				○		○
Other Initiatives						
7. Palliative Care – End of Life Home Based Support Services		○	○			
8. InterRAI Roll out		○	○		○	
9. Thrombolysis Pilot		○	○			
Key achievements in the Month:						
Several Staff from across the HOPs service completed an advanced care planning workshop.						
Areas off Track and Remedial Actions						
Nil						

9.4 Key Issues/Initiatives identified in coming months

Discussion and development of a fracture liaison service for TDHB underway. The provider arm HOP service will be the lead service for this piece of work.

9.5 Financial Results

Data										
Summary	Group	Month	Actual	Month Budget	Month Variance	YTD Actual	YTD Budget	YTD Variance	Annual Budget	YTD % Var.
Revenue	Internal Revenue		(582,216)	(576,478)	(5,739) F	(3,191,236)	(3,250,101)	58,866 U	(7,001,268)	(2%) F
	Patient Revenue		(11,955)	(13,348)	1,393 U	(57,226)	(66,741)	9,515 U	(160,178)	14% U
Revenue Total			(594,171)	(589,826)	(4,346) F	(3,248,462)	(3,316,842)	68,381 U	(7,161,446)	2% U
Personnel Costs	Medical Staff		73,902	75,242	(1,340) F	342,879	386,634	(43,756) F	975,262	(11%) F
	Nursing Staff		202,629	179,731	22,898 U	882,416	919,582	(37,167) F	2,191,155	(4%) F
	Allied Health Staff		90,022	93,748	(3,724) F	464,089	454,487	9,599 U	1,106,178	2% U
	Management and Administration Staff		11,879	15,716	(3,838) F	51,095	78,981	(27,888) F	187,006	(35%) F
Personnel Costs Total			378,432	364,437	13,996 U	1,740,479	1,839,684	(99,212) F	4,459,601	(5%) F
Outsourced Services	Other Outsourced Staff		7,439	15,042	(7,603) F	64,176	75,212	(11,036) F	180,508	(15%) F
	Outsourced Clinical Services		22,145	22,099	46 U	113,487	110,493	2,994 U	265,183	3% U
Outsourced Services Total			29,585	37,141	(7,557) F	177,663	185,705	(8,042) F	445,691	(4%) F
Clinical Supplies	Patient Consumables		4,864	4,885	(23) F	28,008	26,149	1,860 U	61,366	7% U
	Diagnostic Supplies		237	352	(116) F	1,183	1,634	(451) F	3,740	(28%) F
	Clinical Equipment		949	389	560 U	3,845	1,946	1,898 U	4,672	98% U
	Patient Appliances		0	5	(5) F	20	31	(10) F	75	(32%) F
	Patient Transport and Accommodation		740	689	51 U	5,211	2,921	2,290 U	7,146	78% U
	Other Clinical Supplies		0	80	(80) F	0	338	(338) F	828	(100%) F
Clinical Supplies Total			6,790	6,400	387 U	38,267	33,019	5,249 U	77,827	16% U
Infrastructure & Non Clinical Supplies	Hotel		31,391	31,840	(449) F	154,478	162,059	(7,579) F	370,387	(5%) F
	Staff Transport & Accommodation		42	26	16 U	1,094	130	964 U	312	742% U
	Other Operating Expenses		5,237	3,289	1,947 U	9,737	16,449	(6,712) F	39,475	(41%) F
Infrastructure & Non Clinical Supplies Total			36,670	35,155	1,514 U	165,309	178,638	(13,327) F	410,174	(7%) F
Internal Allocations	Internal Transport Costs		6,067	6,283	(216) F	31,224	31,416	(193) F	75,400	(1%) F
Internal Allocations Total			6,067	6,283	(216) F	31,224	31,416	(193) F	75,400	(1%) F
Total Expenses			457,543	449,416	8,124 U	2,152,942	2,268,462	(115,520) F	5,468,693	(5%) F
Operating (Surplus)/Deficit prior to Allocation of Overheads			(136,628)	(140,410)	3,778 U	(1,095,520)	(1,048,380)	(47,144) F	(1,692,753)	4% U
Overhead Allocation			268,581	281,146	(12,565) F	1,339,487	1,391,893	(52,405) F	3,231,112	(4%) F
Operating (Surplus/Deficit)			131,953	140,736	(8,787) F	243,967	343,513	(99,546) F	1,538,359	(28%) F

Personnel Costs FTE		Month Actual	Month Budget	Month Variance	YTD Actual	YTD Budget	YTD Variance
1 Medical Staff	2005 Specialist Medical Officer	3.0	3.0	0.0 U	3.0	3.0	0.0 U
	2015 MOSS	0.7	0.7	0.0 U	0.7	0.7	0.0 U
1 Medical Staff Total		3.7	3.7	0.0 U	3.7	3.7	0.0 U
2 Nursing Staff	2205 Senior Nurses	2.0	2.1	(0.1) F	2.5	3.5	(1.0) F
	2210 Registered Nurses	19.8	20.8	(1.0) F	19.0	20.8	(1.8) F
	2215 Enrolled Nurses	5.2	4.7	0.5 U	5.1	4.7	0.4 U
	2235 Health Service Assistants	7.8	3.2	4.6 U	7.2	3.2	4.0 U
2 Nursing Staff Total		34.8	30.8	4.0 U	33.8	32.2	1.6 U
3 Allied Health Staff	2412 Occupational Therapists	1.4	1.4	(0.0) F	1.5	1.4	0.1 U
	2414 Physiotherapists	0.0	0.4	(0.4) F	0.0	0.4	(0.4) F
	2434 Case Managers	7.9	7.0	0.9 U	7.4	7.0	0.4 U
	2436 Community Support Workers	2.0	3.8	(1.8) F	2.6	3.8	(1.2) F
	2446 Home Aides	0.0	0.0	0.0 U	0.0	0.0	0.0 U
	2448 Psychologists	1.5	1.9	(0.4) F	1.5	1.9	(0.4) F
	2454 Social Workers	2.0	2.2	(0.2) F	2.0	2.2	(0.2) F
	2520 Other Allied Health Staff	0.9	0.3	0.6 U	0.9	0.3	0.6 U
3 Allied Health Staff Total		15.7	17.0	(1.3) F	15.8	17.0	(1.2) F
5 Management and Administration Staff	2830 Admin Clerical (Clinical)	3.2	4.6	(1.4) F	2.8	4.6	(1.8) F
5 Management and Administration Staff Total		3.2	4.6	(1.4) F	2.8	4.6	(1.8) F
Direct FTE		57.4	56.1	1.3 U	56.1	57.5	(1.3) F
Allocation of Overhead/Facilities FTE		23.1	23.4	(0.3) F	22.7	23.2	(0.5) F
Total FTE		80.5	79.5	1.0 U	78.8	80.7	(1.9) F

Comments on Major Financial Variances (group variance +/- 10% YTD)

Area	Comment	Strategies to Mitigate
Revenue	n/a	n/a
Personnel Costs	n/a	n/a
Outsourced Services	n/a	n/a
Clinical Supplies	High Costs in clinical equipment relates to depreciation charges	None required
Non Clinical Supplies and Infrastructure	n/a	n/a

10 Surgical Services Group

10.1 Service Overview

The Surgical Services group is responsible for surgical services and theatres, surgical wards, dental services (excluding child & youth dental), endoscopy, ICU, nurse educators, medical staff management and supplementary staffing. The Clinical Services Manager is Lee McManus.

The vision for Surgical Services is to provide timely, consistent, equitable access to high quality surgical care whilst working within the guidelines directed by both the Ministry of Health and TDHB.

10.2 Scorecard – November 2013

	Measure	Actual	Target	Change	Commentary
Increased Patient Safety					
Patient Falls*	# Patients				
Hospital Acquired Infections*	# Patients				
Pressure Areas*	# Patients				
Better Quality Care					
ESPI 2 Elective waitlist FSA < 5 months	# Patients		0		
ESPI 5 Elective waitlist Surgery < 5 months	# Patients		0		
Complaints actioned in appropriate timeframes	% of complaints		100%		
Financial Performance					
Operating Surplus/Deficit Variance to budget	\$000	(\$19K)F	\$0	▼	
Volumes delivered to contract target	% variance	(5%) F	0%	▼	
Business Improvement Savings	\$000				
FTE Employed variance to budget	FTE	(1.2 FTE) F	0	▼	
Improved Health Status					
Day of Surgery Admission Rate	Percentage of Cases	93.3%	95%	▲	
Procedures Performed as Day Case	Percentage of appropriate cases				Targets yet to be confirmed
Theatre Cancellation Rate (same day)	Percentage of Cases	3.8%	5%	▼	
Engaged Workforce					
Staff Turnover*	% of total staff		8%		
Unplanned Leave*			2.5%		
Excess Annual Leave (> 2 years entitlement)*	% of employees		8%		
▲ Increase positive	▲ Increase negative	▼ Decrease positive	▼ Decrease negative		
* Data reported quarterly					

10.3 Strategic Initiatives

Deliverable	Status	Increased Patient Safety	Better Quality Care	Financial Performance	Improved Health Status	Engaged Workforce
DAP Initiatives						
48. Achieving Elective Targets	On target		○	○	○	
49. Improvements in Access and Wait Times for Elective Surgery. Use of Standard Intervention Ratios to Improve Service	In progress		○	○	○	
50. Improve Waiting times for Diagnostic Services – Colonoscopy	In progress		○		○	
Living Within our Means Initiatives						
51. Increase ACC Revenue	On target			○		
52. Production Plans in Place	On target					
53. Acute Length of Stay – Surgical Services	In progress		○	○		
54. Leave Management	In progress			○		○
Other Initiatives						
55. Single Point of Entry	On target		○			
56. Booking Office Project	On target		○			
57. Endoscopy Project	In progress	○	○		○	
58. Capacity at a Glance	Complete		○	○		○
59. Care Capacity and Demand Management/Variance Response Management	In progress		○	○		○
60. Midland Regional Planning	In progress		○		○	
Key achievements in the Month:						
<ul style="list-style-type: none"> Consultant supported Nurse-led triage in Endoscopy is continuing to prove valuable Trial of online prioritisation system in referral centre is working well – currently involving Neurology and General Surgery and consideration for future specialties is in progress TDHB Orthopaedic ERAS work has been presented at the first National Collaborative and has been well received. The project to support enhanced recovery for acute neck of femur (NOF) patients has commenced with a multidisciplinary and service approach involving Orthopaedics, Anaesthetics, Emergency Dept, Allied Health, Nursing and Radiology. Orthopaedic department continues to make savings with standardised implant approach. Capacity at a glance (Caag) screen is complete and has been launched as a 24/7 tool for staff. Operational meeting is enabling appropriate placement of staff and patients whilst one medical ward remains closed The Caag screen and the inpatient white board were selected to be presented at the recent Health Innovation New Zealand conference. There was much interest and a very positive response to both IT initiatives, developed by our TDHB IT and clinical teams. 						
Areas off Track and Remedial Actions						
<ul style="list-style-type: none"> 						

10.4 Key Issues/Initiatives identified in coming months

- Planning is underway to address the colonoscopy waiting list with the assistance of funding from the MOH
- The Orthopaedic delivery is behind due to the resignation of a surgeon earlier this year. This may well become a focus for both the DHB and the MOH for the upcoming year.

10.5 Financial Results

Summary	Group	Month Actual	Month Budget	Month Variance	YTD Actual	YTD Budget	YTD Variance	Annual Budget	YTD % Var.
Revenue	Internal Revenue	(3,708,861)	(3,833,419)	124,558 U	(18,924,246)	(19,266,499)	342,253 U	(44,800,438)	(2%) F
	Government Revenue	(478,458)	(337,964)	(140,494) F	(1,699,086)	(1,689,818)	(9,268) F	(4,055,564)	(1%) F
	Patient Revenue	(14,747)	(14,911)	164 U	(63,939)	(74,553)	10,614 U	(178,927)	14% U
	Other Income	(500)	0	(500) F	(4,077)	0	(4,077) F	0	(100%) F
Revenue Total		(4,202,566)	(4,186,294)	(16,272) F	(20,691,348)	(21,030,870)	339,522 U	(49,034,929)	2% U
Personnel Costs	Medical Staff	694,227	693,622	606 U	3,553,553	3,564,134	(10,580) F	8,990,228	(0%) F
	Nursing Staff	855,169	851,940	3,231 U	4,273,387	4,356,939	(83,550) F	10,382,838	(2%) F
	Allied Health Staff	50,533	63,079	(12,546) F	244,517	305,910	(61,393) F	744,440	(20%) F
	Support Staff	32,083	31,176	906 U	150,424	151,492	(1,067) F	365,886	(1%) F
	Management and Administration Staff	60,757	36,812	23,943 U	276,786	185,008	91,779 U	438,044	50% U
Personnel Costs Total		1,692,769	1,676,629	16,140 U	8,498,667	8,563,483	(64,811) F	20,921,436	(1%) F
Outsourced Services	Outsourced Clinical Services	594,963	515,749	79,213 U	2,607,671	2,578,747	28,924 U	6,188,992	1% U
Outsourced Services Total		594,963	515,749	79,213 U	2,607,671	2,578,747	28,924 U	6,188,992	1% U
Clinical Supplies	Patient Consumables	258,504	234,987	23,520 U	1,248,803	1,257,111	(8,303) F	2,950,214	(1%) F
	Diagnostic Supplies	13,461	15,913	(2,450) F	71,908	73,856	(1,950) F	169,012	(3%) F
	Clinical Equipment	131,639	121,301	10,339 U	700,923	610,629	90,295 U	1,445,777	15% U
	Patient Appliances	15,657	10,352	5,304 U	60,941	63,754	(2,811) F	155,716	(4%) F
	Implants and Prostheses	232,863	308,257	(75,393) F	1,139,062	1,413,387	(274,325) F	2,987,630	(19%) F
	Other Clinical Supplies	0	302	(302) F	0	1,280	(1,280) F	3,130	(100%) F
Clinical Supplies Total		652,123	691,112	(38,982) F	3,221,637	3,420,017	(198,374) F	7,711,479	(6%) F
Infrastructure & Non Clinical Supplies	Hotel	89,295	80,280	9,012 U	452,104	408,621	43,483 U	933,913	11% U
	Staff Transport & Accommodation	6,398	3,299	3,097 U	8,861	16,496	(7,637) F	39,586	(46%) F
	IT & Telecommunications	217	216	0 F	3,847	1,084	2,763 U	2,600	255% U
	Other Operating Expenses	16,858	12,931	3,927 U	58,139	64,632	(6,492) F	155,116	(10%) F
Infrastructure & Non Clinical Supplies Total		112,768	96,726	16,036 U	522,951	490,833	32,119 U	1,131,215	7% U
Internal Allocations	Internal Transport Costs	165	415	(250) F	1,095	2,072	(978) F	4,972	(47%) F
Internal Allocations Total		165	415	(250) F	1,095	2,072	(978) F	4,972	(47%) F
Total Expenses		3,052,788	2,980,631	72,157 U	14,852,021	15,055,152	(203,120) F	35,958,094	(1%) F
Operating (Surplus)/Deficit prior to Allocation of Overheads		(1,149,778)	(1,205,663)	55,885 U	(5,839,327)	(5,975,718)	136,402 U	(13,076,835)	(2%) F
Overhead Allocation		1,604,140	1,679,188	(75,043) F	8,000,298	8,313,299	(312,999) F	19,298,322	(4%) F
Operating (Surplus/Deficit)		454,363	473,525	(19,158) F	2,160,971	2,337,581	(176,597) F	6,221,487	(8%) F

Personnel Costs FTE	Month Actual	Month Budget	Month Variance	YTD Actual	YTD Budget	YTD Variance	
1 Medical Staff	2005 Specialist Medical Officer	22.7	24.4	(1.7) F	23.3	24.4	(1.1) F
	2015 MOSS	0.0	0.1	(0.1) F	0.0	0.1	(0.1) F
	2035 Registrars	16.7	17.0	(0.3) F	16.6	17.0	(0.4) F
1 Medical Staff Total		39.4	41.5	(2.1) F	39.9	41.5	(1.6) F
2 Nursing Staff	2205 Senior Nurses	8.5	9.2	(0.7) F	8.8	9.2	(0.4) F
	2210 Registered Nurses	102.8	103.0	(0.2) F	104.7	103.0	1.7 U
	2215 Enrolled Nurses	2.2	2.5	(0.3) F	2.6	2.5	0.1 U
	2235 Health Service Assistants	22.8	20.9	1.9 U	23.6	20.9	2.7 U
2 Nursing Staff Total		136.3	135.6	0.7 U	139.7	135.6	4.1 U
3 Allied Health Staff	2420 Therapist Aids/Assistants	1.9	2.2	(0.3) F	2.0	2.2	(0.2) F
	2448 Psychologists	0.0	0.0	0.0 U	0.0	0.0	0.0 U
	2508 Technicians	5.5	7.9	(2.4) F	5.4	7.9	(2.5) F
3 Allied Health Staff Total		7.4	10.1	(2.7) F	7.4	10.1	(2.7) F
4 Support Staff	2607 Cleaners	0.0	0.4	(0.4) F	0.0	0.4	(0.4) F
	2625 Laundry and Sterile Supply Supe	1.0	0.6	0.4 U	1.0	0.6	0.4 U
	2627 Sterile Supply Assistants	7.0	6.4	0.6 U	6.5	6.4	0.1 U
4 Support Staff Total		8.0	7.4	0.6 U	7.5	7.4	0.1 U
5 Management and Administration Staff	2815 Managers	1.0	0.0	1.0 U	1.2	0.0	1.2 U
	2830 Admin Clerical (Clinical)	12.9	9.8	3.1 U	10.6	9.8	0.8 U
	2832 Admin Clerical (Business)	0.0	0.0	0.0 U	0.0	0.0	0.0 U
5 Management and Administration Staff Total		13.9	9.8	4.1 U	11.8	9.8	2.0 U
Direct FTE		205.0	204.4	0.6 U	206.3	204.4	1.9 U
Allocation of Overhead/Facilities FTE		137.9	139.7	(1.8) F	133.5	136.8	(3.3) F
Total FTE		342.9	344.1	(1.2) F	339.8	341.2	(1.5) F

Comments on Major Financial Variances (group variance +/- 10% YTD)

Area	Comment	Strategies to Mitigate
Revenue	n/a	n/a
Personnel Costs	n/a	n/a
Outsourced Services	n/a	n/a
Clinical Supplies	n/a	n/a
Non Clinical Supplies and Infrastructure	n/a	n/a
Internal Allocations	n/a	n/a

11. Reporting Notes

11.1 Reporting by Clinical Service

Reporting for the 2013-2014 year and subsequent years has been structured by Clinical Service Group. These groups are based on those departments delivering clinical outputs that report to the individual Service Managers. Any department that does not have a clinical output but contributes to other departments is treated as an “overhead” and allocated across the services, outside direct reporting lines to Service Managers.

Revenue is received at a Service Group level, based on contracted volumes from the Price:Volume Schedule or any other revenue received. Any revenue received by an “overhead department” remains with that department and is allocated as part of the overhead allocation process.

Overhead Allocation

Overhead allocation to each service is proportional, based on data from CostPro and national costing standard guidelines.

The overhead component is 45% of total budgeted expense. This includes facilities, corporate services, management and clinical overheads that support delivery across services such as health centres, diagnostics and patient transport.

11.2 Internal Revenue

For the 2013-2014 year Internal Revenue will be passed over from the TDHB Funder in monthly instalments based on **actual** activity delivered against the Price:Volume Schedule. In previous years internal revenue has been paid based on contracted volumes, phased quarterly.

Because the Internal Service Level Agreement between the TDHB Funder and the TDHB Provider has fixed revenue, and the DAP budget expectations are fixed for both Arms, a wash up back to the budget revenue position will be undertaken at the end of each quarter.

The TDHB Funder will continue to receive funding from the Ministry of Health in twelve equal instalments, so will report a variance in expenditure based on the volumes delivered and payments made to the Provider arm.

Activity is counted by the Management Information Unit, and translated to revenue using the contracted price for each service. Careful management of delivered volumes is an underpinning strategy for operating within budget for the 2013-2014 year.

Any additional services agreed in addition to the Price:Volume Schedule will follow this framework, however the revenue (and associated expenses) will be in addition to budgets.

11.3 Budget Phasing

All 2013-2014 budgets have been phased to match expected productivity and occupancy, with different revenue and cost elements assessed separately. Phasing has been undertaken on the following basis:

Revenue
Internal Revenue - Based on Historical Trends and Production Plan - per Purchase Unit

Case Mix Revenue
 Elective - Based on 2013-2014 approved Production Plan
 Acute - Based on historical seasonal trends

Non Case Mix Revenue
 Outpatients - Based on 2012-2013 actual delivery trends
 Inpatients - Based on 2012-2013 actual delivery trends
 Mental Health Outpatients - Based on equal monthly values (FTE based contracts)
 Mental Health Inpatients - Based on 2012-2013 actual delivery trends

Other Provider Revenue
Spread to twelfths

Internal Revenue Phasing

Month	Revenue
Jul-13	13,800,000
Aug-13	14,200,000
Sep-13	12,800,000
Oct-13	13,800,000
Nov-13	13,500,000
Dec-13	12,500,000
Jan-14	11,800,000
Feb-14	12,300,000
Mar-14	12,400,000
Apr-14	12,300,000
May-14	13,500,000
Jun-14	13,200,000

All Provider Revenue Phasing

Month	Internal Revenue	Other Provider Revenue	Total
Jul-13	13,500,000	1,500,000	15,000,000
Aug-13	14,000,000	1,000,000	15,000,000
Sep-13	13,000,000	1,000,000	14,000,000
Oct-13	13,500,000	1,000,000	14,500,000
Nov-13	13,500,000	1,000,000	14,500,000
Dec-13	13,000,000	1,000,000	14,000,000
Jan-14	12,500,000	1,000,000	13,500,000
Feb-14	12,500,000	1,000,000	13,500,000
Mar-14	12,500,000	1,000,000	13,500,000
Apr-14	12,500,000	1,000,000	13,500,000
May-14	13,500,000	1,000,000	14,500,000
Jun-14	13,000,000	1,000,000	14,000,000

Personnel Costs
 Nursing - Based on productive days, public holidays and closedown impacts
 Medical - Historical Trends - Two Year averages
 Allied - Historical Trends - Two Year averages
 Support - Historical Trends - Two Year averages
 Management and Admin - Historical Trends - Two Year averages

Total Personnel Costs Budget Phasing

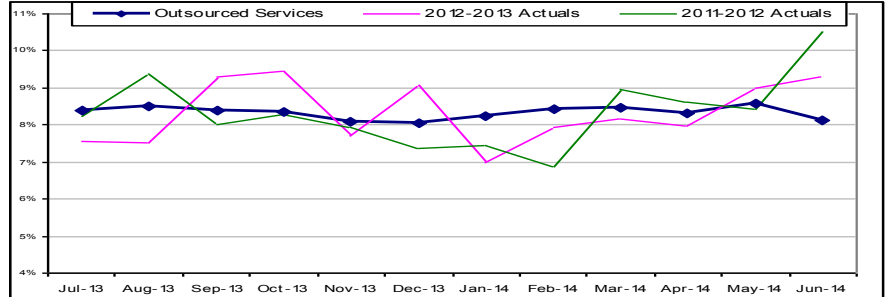
Month	Personnel Costs	2012-2013 Actual	2011-2012 Actual
Jul-13	8.2%	8.1%	7.9%
Aug-13	8.5%	8.4%	8.2%
Sep-13	8.1%	8.0%	7.8%
Oct-13	8.3%	8.2%	8.0%
Nov-13	8.4%	8.3%	8.1%
Dec-13	8.8%	8.7%	8.5%
Jan-14	8.0%	7.9%	7.8%
Feb-14	7.8%	7.7%	7.6%
Mar-14	8.6%	8.5%	8.4%
Apr-14	8.3%	8.2%	8.1%
May-14	8.8%	8.7%	8.6%
Jun-14	8.7%	8.6%	8.5%

Outsourced Services

- Locums
- Radiology
- Outsourced Clinical Services

Twelfths - requirements unknown in advance
 Historical Trends - Two Year averages
 Twelfths - contracted services

Total Outsourced Services Budget Phasing

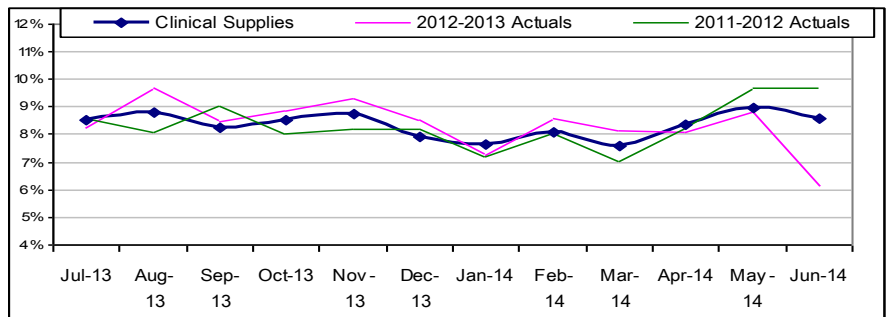


Clinical Supplies

- Treatment Disposables
- Diagnostic Supplies & Other Clin Supplies
- Instruments & Equipment
- Patient Appliances
- Implants & Prostheses
- Pharmaceuticals
- Other Clinical & Clients Costs

Historical Trends - Two Year averages
 Historical Trends - Two Year averages
 Twelfths - requirements unknown
 Historical Trends - Two Year averages
 Historical Trends - Two Year averages
 Historical Trends - Two Year averages
 Historical Trends - Two Year averages

Total Clinical Supplies Budget Phasing

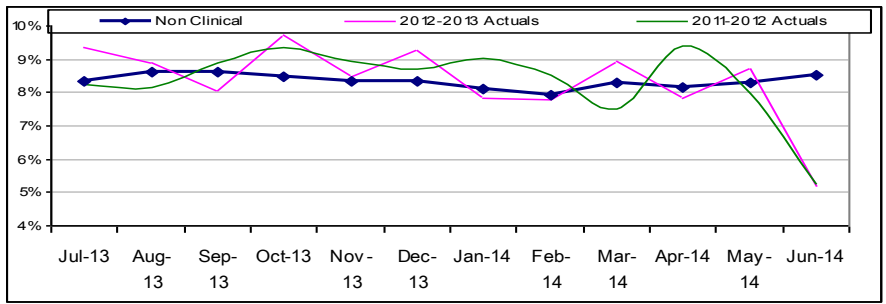


Non Clinical and Infrastructure

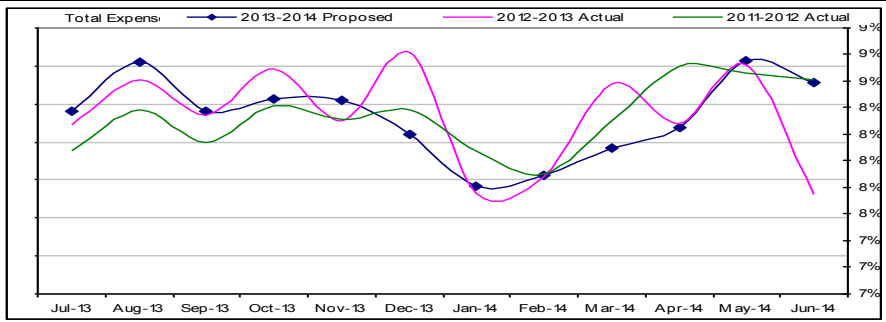
- Hotel Services ,Laundry & Cleaning
- Facilities
- Transport
- IT Sytems & Telecommunications
- Interest & Financing Charges
- Professional Fees & Expenses
- Other Operating Expenses
- Democracy
- Subsidiaries, Joint Venture & Minority Interests
- Internal Allocations**

Historical Trends - Two Year averages
 Historical Trends - Two Year averages
 Historical Trends - Two Year averages
 Twelfths
 Twelfths
 Twelfths
 Twelfths
 Twelfths
 Twelfths
 Twelfths

Total Non Clinical and Infrastructure Budget Phasing



Total Expense Phasing



11.4 Clinical/Overhead Departments

Clinical Service and Overhead Allocation		Revenue (Internal and MOH Direct)	\$160,838,712				
		Clinical Services	\$97,722,745				
		Overheads	\$76,614,652				
		2013-2014 Provider Arm Budget surplus/(deficit)	(\$13,498,685)				
Clinical Service Departments		Overhead Departments					
Reporting Group	Cost Centre	Annual Budget	Service Manager	Cost Centre	Annual Budget		
Allied Health	250 5300 Allied Health	684	Allied Health	250 5000 Laboratory (Blood Mgmt)	1,700,099		
	250 5302 Dietitians	385,212		250 5021 Labcare	5,673,586		
	250 5303 Audiology	207,859		250 5050 Radiology	7,375,316		
	250 5306 Occupational Therapy	1,061,345		250 5100 Pharmacy	5,904,368		
	250 5307 Physiotherapy	1,665,284	Allied Health Total			20,653,369	
	250 5308 Podiatry	133,204	Business Manager	250 6000 Ward Cleaning Supplies	100,106		
	250 5309 Speech Therapy	158,879		250 6001 Orderlies	1,080,296		
	250 5314 Orthotics	317,841		250 6002 Cleaning Services	977,592		
	250 5315 Social Work	449,628		250 6009 Clinical Records	824,902		
	250 5319 Personal Health Psychologists	93,122		250 6010 Clinical Transcription Service	394,853		
	250 8308 Newborn Hearing Screening	27,823		250 6016 Call Centre	565,340		
	Allied Health Total			250 8032 Management Information Unit	388,817		
				250 8206 Regional Transport	4,449,069		
Maternal and Child Health	230 4000 Hearing and Vision Screening	62,781	Business Manager Total			8,780,975	
	230 4011 Public Health Nurses	1,119,406	CEO	250 8000 Executive Management	3,114,845		
	230 4016 Community Oral Health Project	2,508,834		250 8001 Management	5,764,407		
	230 4252 Whanau Pakan	0	CEO Total			8,879,252	
	250 2285 Ward 2B Childrens Ward	2,083,660	Corporate	250 6021 Site Services	1,204,084		
	250 2350 Maternity Ward Base	2,747,229		250 6400 General Facilities	6,996,804		
	250 2366 Neonatal Ward	1,240,335		250 6404 Engineers Workshop	593,444		
	250 3012 Paediatric Medicine	2,877,595		250 6412 Overnight Units	(8,686)		
	250 3027 Gynaecology	1,364,407		250 6413 Hostel Base	(27,973)		
	250 3051 Clinical Community	140,038		250 6414 Electrical Workshop	179,512		
	250 3520 Sexual Health Clinic	103,063		250 6416 Bio-Medical Workshop	215,643		
	250 4001 Child Development	330,034		250 6453 25 David Street	4,772		
	250 5304 Child Therapy	366,064		250 8201 Procurement	507,822		
	250 8033 Maternity and Child Management	213,994		250 8205 Transport	(112,012)		
	251 2350 Maternity Ward Hawera	450,136		250 8207 Circulating Stores	392,280		
	Maternal and Child Health Total			250 8220 Finance	5,213,935		
				250 8223 Payroll	328,314		
			250 8240 Information Ser	7,416,820			
			Corporate Total			22,904,553	
Medical Services	230 4212 New Plymouth District Nursing	1,178,916	GM Hospital	250 8024 Project Maunga	761		
	250 2288 Ward 4A Medical 1	4,033,407		250 8030 Clinical Management	1,130,958		
	250 2365 Emergency Department (ED)	4,077,272	GM Hospital Total			1,131,719	
	250 3000 General Medicine Base	4,973,197	Hawera Hospital	251 6002 Hawera Cleaners and Orderlies	273,923		
	250 3001 Emergency Department Medical	2,197,106		251 6406 Grounds	32,173		
	250 3003 Cardiology	8		251 6407 Works General	98,240		
	250 3511 Cardiac Investigation Unit (CIU)	425,588		251 8002 Administration	408,980		
	250 3518 Renal Clinic	2,088,662		251 8106 Management	209,020		
	250 3521 Cardiology Clinic	418,196		251 8215 Transport	79,224		
	250 3524 Cardiac Failure	69,376		Hawera Hospital Total			1,101,560
	250 4010 Pain Educators	87,157		Human Resources	250 6008 Library	296,808	
	250 5219 Cardiac Education	126,210			250 8040 Workforce Development	179,698	
	250 5312 Asthma Education	250,137			250 8260 Human Resources	780,756	
	250 5313 Diabetes Educators	288,484	250 8262 Education & Dev		200,000		
	250 5600 Ambulance	0	Human Resources Total			1,457,262	
	251 2365 Hawera Acute Services	2,760,288	Maori Health	250 5509 Maori Health Service	327,674		
	251 2367 Hawera District Nursing	393,191		250 8041 Maori Health Se	79,945		
251 3000 Hawera Medical Staff	1,646,630	Maori Health Total			407,619		
251 3613 Hawera Outpatients	145,448	Medical Services	230 4214 Stratford Health Centre	440,882			
Medical Services Total			230 4215 Opunake Health Centre	25,919			
			230 4217 Patea Health Centre	21,321			
			250 3500 Outpatients	1,891,036			
			Medical Services Total			2,379,158	
Mental Health	225 2470 Te Puna Waioira	3,892,658	Mental Health	225 8023 Mental Health Management	580,687		
	225 2471 TWW	739,228		Mental Health Total			580,687
	225 3047 Acute Mental Health (Psychiatry)	3,640,169	Nursing	250 5215 CTA Nurse Training	(420,650)		
	225 4504 Maori Clinical Services	123,618		250 5216 Clinical Facilitator	12,741		
	225 4509 Intensive Community	1,153,595		250 8013 Director of Nursing	582,733		
	225 4511 Mental Health Team	1,614,689		250 8267 Nursing Professional Developme	(180,448)		
	225 4512 Child and Youth Ment	1,384,200		Nursing Total			(5,624)
	225 4515 Alcohol and Drug Uni	1,070,859		Public Health	250 5316 Cervical Screening	486,251	
	225 4516 Home Based Support	374,230			250 5700 Health Protection	857,675	
	225 4518 Alcohol and Drug Support	2,450			250 5701 Environment Health	80,411	
225 4611 South Mental Health	684,974	250 5702 Health Promotion	458,433				
Mental Health Total			250 8034 Managerial Publ	333,696			
			Public Health Total			2,216,466	
OPHRS	225 4500 Psychogeriatric Comm	738,944	Risk Management	250 8280 Risk Management	561,253		
	230 4012 Home Support	1,106,648		250 8284 Emergency and Pandem	82,959		
	250 2284 Ward 2A OPHRS	1,926,070	Risk Management Total			644,212	
	250 3040 Geriatric A & R	985,003	Surgical Services	250 3050 Clinical RMOs	2,881,225		
	250 3515 Geriatric Day Stay	228,519		250 5202 Internal Bureau Nursing	102,700		
	250 8035 NASC	239,371		250 5213 Nursing Resources	1,128,374		
	250 8052 Enhanced Intermediate Care	321,358		250 5508 Case Management	369,953		
	250 8053 Care Managers	504,849		250 6020 Booking Office	507,132		
	OPHRS Total			250 6023 Referral Centre	206,909		
				250 8006 Allocations Unit	287,151		
				Surgical Services Total			5,483,444
							76,614,652
Surgical Services	230 4015 Essential Dental Treatment	49,529					
	250 2286 Ward 3A Surgical	2,584,015					
	250 2287 Ward 3B Orthopaedic	2,406,203					
	250 2364 Intensive Care Unit (ICU)	3,292,565					
	250 3019 General Surgery	2,560,613					
	250 3020 Anaesthesiology	5,479,366					
	250 3024 Dental Surgeons	703,684					
	250 3026 Otorhinolaryngology	813,089					
	250 3029 Ophthalmology	1,451,673					
	250 3030 Orthopaedic Surgery	2,201,373					
	250 3034 Urology	570,000					
	250 3150 ACC Contracts	(2,875,924)					
	250 3300 Operating Theatre	5,301,727					
	250 3303 Ophthalmology Theatre	18,819					
	250 3304 ENT Theatre	74,328					
	250 3305 Urology Theatre	90,060					
	250 3306 Gynaecology Theatre	160,758					
	250 3307 Orthopaedic Theatre	2,862,957					
	250 3308 General Surgery Theatre	1,034,432					
	250 3309 Anaesthetics	547,749					
	250 3508 Dental Clinic	175,370					
	250 3543 PACU2	1,373,058					
	250 5208 Additional Elective Services	0					
250 5214 Pain Nurses	137,559						
250 5507 Decontamination Sterilisations (663,798						
250 8481 Elective Services Project	46,802						
Surgical Services Total		31,723,603					
		97,722,745					