

**Appendix 1:
Service Line Report**

Period: April-May 2008

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	A&E Inpatients	Acute Medicine	Cardiology	Clinical Haematology	Critical Care	Dermatology	Diabetic Medicine	Direct Access	ED Attendances	Endocrinology	Ent	Gastroenterology	General Surgery	Geriatric Medicine	Gynaecology
INCOME															
NHS Clinical Income	674,893	320,140	509,909	634,985	1,579,437	369,245	365,996	1,227,674	1,284,007	190,872	174,766	862,625	1,950,519	1,561,269	1,203,961
Elective	0	0	12,114	19,925	0	873	0	0	0	780	0	21,865	437,335	4,057	216,721
Daycase	34,533	0	2,685	221,151	0	189,772	0	0	0	0	15,068	260,478	303,551	0	194,481
Non Elective	636,508	218,179	233,440	144,180	0	1,981	87,188	0	0	128,940	1,141	420,649	794,541	1,396,394	220,652
Outpatient	0	92,563	258,241	146,824	0	174,800	268,775	0	0	60,185	157,731	153,718	369,118	88,989	548,203
Block contract	3,853	9,398	2,405	101,223	7,465	1,745	10,033	5,802	6,068	902	826	4,068	9,044	71,487	5,604
Other	0	0	1,023	1,683	1,571,972	74	0	1,221,872	1,277,938	66	0	1,846	36,932	343	18,302
All Other Income	13,264	70,049	92,145	117,025	269,071	50,184	54,154	143,162	148,357	42,864	23,721	117,840	327,957	235,347	290,580
TOTAL INCOME	688,157	390,189	602,053	752,010	1,848,508	419,428	420,150	1,370,836	1,432,363	233,736	198,487	980,464	2,278,476	1,796,616	1,494,542
COSTS															
Direct costs	363,335	231,221	316,682	301,901	1,283,034	153,648	180,109	0	800,562	177,488	58,406	477,319	664,007	1,168,363	473,614
Wards/Nursing	63,167	55,373	123,019	100,316	1,283,034	4,889	52,290	0	463,343	70,830	2,218	276,348	331,535	841,339	134,443
Medical Depts.	297,329	168,076	168,424	179,294	0	117,014	87,915	0	337,219	85,268	35,955	180,941	288,653	308,738	288,774
Outpatients	2,839	7,772	25,240	22,291	0	31,744	39,904	0	0	21,390	20,233	20,029	43,819	18,286	50,396
Indirect costs	43,322	39,428	104,750	438,704	171,204	69,318	59,030	782,864	453,955	68,305	55,226	299,495	939,527	279,680	623,178
Imaging	5,680	5,140	10,144	12,830	7,391	3,612	16,001	168,921	228,895	14,510	30,463	31,081	85,527	43,056	91,607
Pathology	1,326	5,225	19,668	133,637	46,603	26,738	9,990	535,230	148,657	13,099	1,316	63,023	51,084	33,914	72,306
Other Diagnostics	103	815	11,964	1,457	0	677	1,055	56,299	241	1,330	275	206	4,180	7,591	918
Theatres	12,275	4,594	7,422	0	0	0	0	0	0	0	13,265	0	611,893	3,041	379,952
Endoscopy	0	1,048	619	52	0	0	516	0	0	516	0	111,023	25,092	2,853	0
Prostheses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Therapies	9,663	7,856	19,569	4,003	26,667	2,694	13,355	15,494	2,404	12,877	1,108	18,657	29,976	112,886	7,924
Pharmacy	5,985	12,618	25,886	281,200	82,417	29,813	14,441	6,919	42,992	22,993	5,986	65,781	104,476	67,863	59,618
Other	8,291	2,132	9,478	5,525	8,126	5,784	3,672	0	30,766	2,980	2,811	9,723	27,298	8,476	10,853
TOTAL DIRECT AND INDIRECT COSTS	406,657	270,650	421,433	740,604	1,454,238	222,966	239,139	782,864	1,254,517	245,793	113,631	776,814	1,603,534	1,448,043	1,096,792
CONTRIBUTION															
Contribution	281,500	119,539	180,621	11,406	394,270	196,462	181,011	587,972	177,846	-12,057	84,855	203,650	674,942	348,574	397,750
<i>Contribution margin (%)</i>	40.9%	30.6%	30.0%	1.5%	21.3%	46.8%	43.1%	42.9%	12.4%	-5.2%	42.8%	20.8%	29.6%	19.4%	26.6%
OVERHEAD															
All Overhead Costs	31,086	315,505	202,851	245,511	419,474	150,134	98,265	257,541	342,877	88,467	57,028	349,023	471,874	570,543	378,370
TOTAL COST	437,743	586,155	624,284	986,115	1,873,712	373,100	337,403	1,040,405	1,597,394	334,260	170,660	1,125,837	2,075,408	2,018,586	1,475,162
SERVICE LINE PROFIT	250,415	-195,966	-22,230	-234,106	-25,204	46,328	82,747	330,431	-165,030	-100,524	27,827	-145,372	203,068	-221,969	19,380
<i>Service line profit margin (%)</i>	36.4%	-50.2%	-3.7%	-31.1%	-1.4%	11.0%	19.7%	24.1%	-11.5%	-43.0%	14.0%	-14.8%	8.9%	-12.4%	1.3%

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Medical
Oncology

INCOME	
<u>NHS Clinical Income</u>	<u>324,819</u>
Elective	1,183
Daycase	146,189
Non Elective	4,638
Outpatient	54,378
Block contract	118,331
Other	100
<u>All Other Income</u>	<u>70,901</u>
TOTAL INCOME	395,720
COSTS	
<u>Direct costs</u>	<u>245,367</u>
Wards/Nursing	63,587
Medical Depts.	171,639
Outpatients	10,141
<u>Indirect costs</u>	<u>257,275</u>
Imaging	10,241
Pathology	8,262
Other Diagnostics	5,416
Theatres	0
Endoscopy	172
Prostheses	0
Therapies	416
Pharmacy	229,508
Other	3,261
TOTAL DIRECT AND INDIRECT COSTS	502,643
CONTRIBUTION	
Contribution	-106,923
<i>Contribution margin (%)</i>	-27.0%
OVERHEAD	
All Overhead Costs	123,044
TOTAL COST	625,686
SERVICE LINE PROFIT	-229,967
<i>Service line profit margin (%)</i>	-58.1%

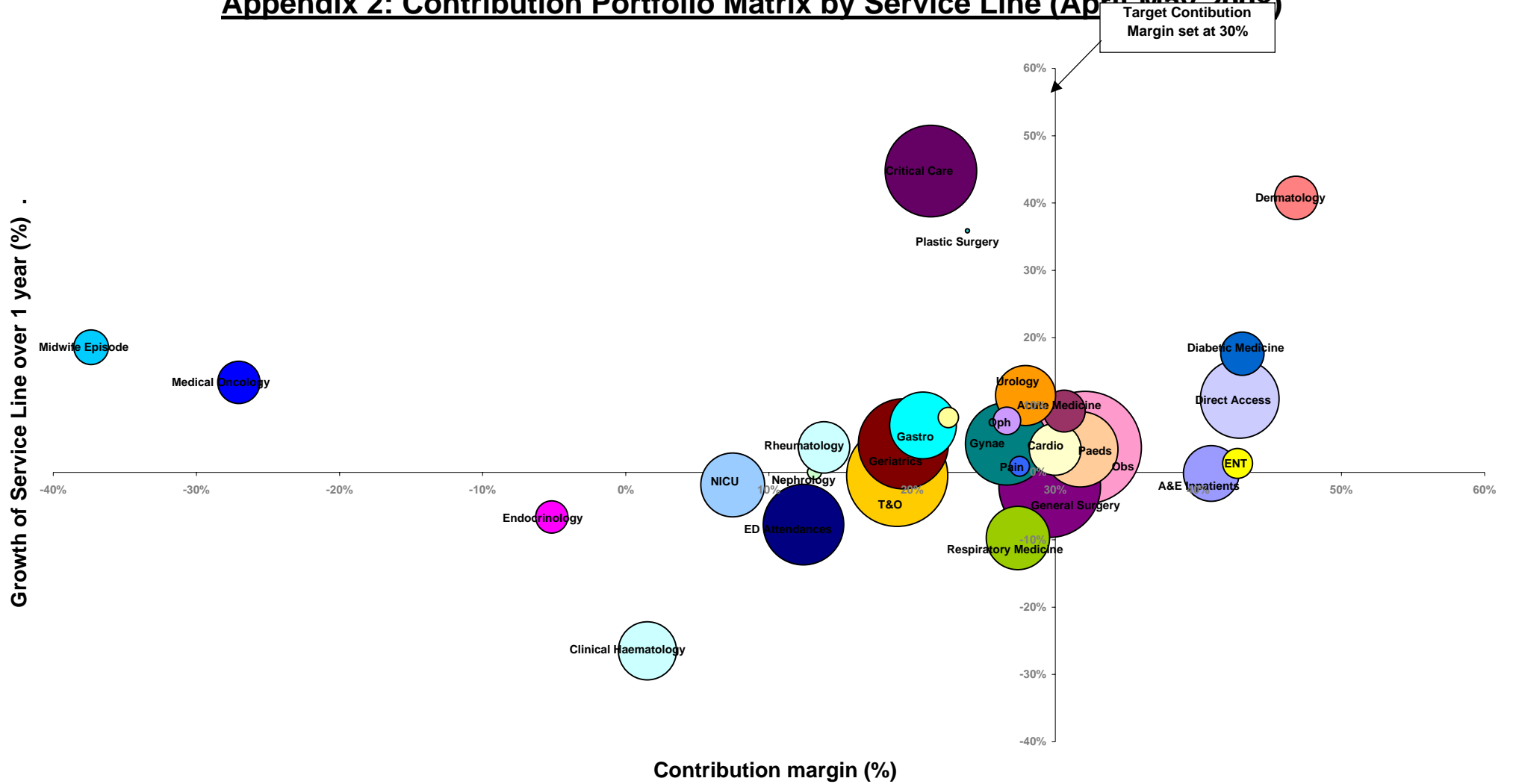
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	Midwife Episode	Nephrology	Neurology	NICU	Obstetrics	Ophthalmology	Paediatrics	Pain Management	Plastic Surgery	Respiratory Medicine	Rheumatology	Trauma & Orthopaedics	Urology	Other	TRUST
INCOME															
NHS Clinical Income	234,343	43,762	76,800	725,924	2,446,086	146,746	1,047,184	74,824	4,402	770,732	495,858	1,925,007	682,286	68,689	21,977,758
Elective	0	2,729	0	0	2,861	0	0	0	0	18,966	0	466,294	115,166	0	1,320,870
Daycase	0	0	0	0	0	0	2,400	46,588	0	5,457	11,160	233,513	226,284	0	1,893,310
Non Elective	24,388	0	0	0	1,696,796	0	602,418	812	0	526,959	265,686	654,996	105,925	0	8,166,411
Outpatient	0	40,596	76,437	0	734,627	146,052	437,417	27,070	4,381	214,113	216,669	521,915	222,007	0	5,014,808
Block contract	209,956	206	363	-50,058	11,559	694	4,949	354	21	3,635	2,343	8,912	3,179	68,689	623,052
Other	0	230	0	775,982	242	0	0	0	0	1,602	0	39,377	9,725	0	4,959,308
All Other Income	35,686	3,866	16,279	178,950	348,795	25,598	198,699	14,135	229	110,643	88,090	323,598	118,057	28,905	3,558,149
TOTAL INCOME	270,029	47,628	93,079	904,874	2,794,880	172,344	1,245,883	88,958	4,631	881,375	583,948	2,248,605	800,343	97,595	25,535,908
COSTS															
Direct costs	46,627	25,649	43,879	803,620	1,166,154	90,902	702,059	60,563	3,464	460,578	322,535	608,033	236,629	11,002	11,476,750
Wards/Nursing	37,683	450	0	688,127	755,081	0	244,788	26,339	0	255,680	132,084	274,528	103,699	0	6,384,190
Medical Depts.	6,427	21,835	39,908	115,493	253,389	67,097	359,598	31,122	2,966	190,150	173,513	276,707	104,417	10,006	4,367,868
Outpatients	2,517	3,364	3,972	0	157,684	23,804	97,672	3,103	498	14,748	16,938	56,798	28,513	996	724,692
Indirect costs	324,237	15,701	28,214	33,645	731,827	35,532	148,138	3,915	61	179,273	180,531	1,213,974	340,137	275,120	8,195,567
Imaging	240	4,027	18,776	1,096	88,764	12,387	21,437	1,200	0	28,259	32,255	172,128	47,191	8,614	1,201,476
Pathology	282	7,674	3,494	7,844	92,350	3,040	24,418	209	0	24,254	24,539	23,283	25,063	13,382	1,419,911
Other Diagnostics	0	338	138	0	2,880	1,128	2,031	0	0	14,681	1,812	1,061	1,085	1,365	119,046
Theatres	0	0	0	0	189,327	0	3,353	0	0	0	3,298	702,042	226,035	0	2,156,497
Endoscopy	0	0	0	0	0	0	0	0	0	1,736	1,289	172	0	9	145,095
Prostheses	0	0	0	0	0	0	0	0	0	0	0	65,984	0	0	65,984
Therapies	0	1,945	2,897	774	17,653	6,634	17,347	1,086	0	36,231	36,026	177,218	3,747	60,470	647,580
Pharmacy	582	1,173	2,368	13,556	34,410	8,910	62,096	730	0	67,158	75,569	47,260	28,563	809	1,401,683
Other	323,132	542	539	10,375	306,444	3,434	17,456	689	61	6,953	5,743	24,826	8,453	190,471	1,038,295
TOTAL DIRECT AND INDIRECT COSTS	370,864	41,350	72,094	837,265	1,897,981	126,434	850,197	64,478	3,526	639,851	503,066	1,822,006	576,766	286,122	19,672,316
CONTRIBUTION															
Contribution	-100,835	6,278	20,985	67,609	896,899	45,910	395,686	24,480	1,105	241,524	80,882	426,599	223,578	-188,528	5,863,591
<i>Contribution margin (%)</i>	-37.3%	13.2%	22.5%	7.5%	32.1%	26.6%	31.8%	27.5%	23.9%	27.4%	13.9%	19.0%	27.9%	-193.2%	23.0%
OVERHEAD															
All Overhead Costs	46,973	15,470	26,173	187,830	571,419	50,047	246,984	13,833	877	261,862	173,308	558,376	178,061	39,420	6,472,227
TOTAL COST	417,837	56,820	98,266	1,025,095	2,469,400	176,481	1,097,180	78,312	4,403	901,713	676,374	2,380,383	754,827	325,543	26,144,544
SERVICE LINE PROFIT	-147,808	-9,192	-5,188	-120,220	325,480	-4,137	148,702	10,646	228	-20,338	-92,426	-131,778	45,517	-227,948	-608,636
<i>Service line profit margin (%)</i>	-54.7%	-19.3%	-5.6%	-13.3%	11.6%	-2.4%	11.9%	12.0%	4.9%	-2.3%	-15.8%	-5.9%	5.7%	-233.6%	-2.4%

Appendix 2: Contribution Portfolio Matrix by Service Line (April-May 2008)



Appendix 3: Contribution Margin by Specialty (%)

