

# Putting it all Together - Financial Model

30/09/2013 V2.1

## Assumptions

Employment overhead	30%		Accommodation allocations		
Interest rate	6%		Trust Management	2.0%	
Full time hours (professional)	37.5		Health	8.0%	
Effective Weeks (per annum)	46		Social care	8.0%	
Full time hours (Volunteer)	4		Community Services	12.0%	
Effective Weeks (per annum)	46		Housing & Accommodation	3.0%	
Depreciation pa	20%				
Hospital daily tariff	£300	p day	Number of A&E attendances	275	
Average length of hospital stay	4.87	days	Percentage of attendances leading to admission	57%	
Average cost of hospital stay	£2,620	p episode	Supported extra-care apartments	20	Units
Cost of A&E attendance	£95	p occasion	Supported basic nursing, secure, and residential beds	10	Units
Ambulance cost (est)	£100	p call out			
Hospital episodes	570		Apartment occupancy	95	%

## Tariffs

	Supported		Private	
Intensive residential care	500	£ p week	600	£ p week
Basic Nursing Care	700	£ p week	1000	£ p week
Secure nursing care	700	£ p week	1000	£ p week
General Clinical nursing Care	250	£ p day	250	£ p day
Emergency clinical nursing Care	300	£ p day	300	£ p day
One-to-one clinical nursing care	400	£ p day	400	£ p day
Specialist clinical nursing care	400	£ p day	250	£ p day
Intermediate Nursing Care	150	£ p week	300	£ p week
Day Care	25	£ p day	25	£ p day
Social Care	12	£ p hour	14	£ p hour
Respite Care	50	£ p day	60	£ p day
Physiotherapy	40	£ p hour	40	£ p hour
Clinical bed occupancy	50	%		
Nursing/secure/residential room occupancy	95	%		
Counselling	40	£ p hour	40	£ p hour
Occupational Therapy	30	£ p hour	30	£ p hour
2 bed apartment rental	140	£ p week	160	£ p week
3 bed apartment rental	160	£ p week	180	£ p week
2 bed apartment service charge	130	£ p week	130	£ p week
3 bed apartment service Charge	130	£ p week	130	£ p week
2 bed apartment lease sales price			175	£K
3 bed apartment lease sales price			200	£K
Hotel services supplement	15	£ p day	25	£ p day
Trust management supplement	5	%	5	%
Domestic support	10	£ p hour	12	£ p hour
Tradesman	12	£ p hour	15	£ p hour
Community room	30	£ p session	40	£ p session
Office rental	5	£ p wk/sq m	5	£ p wk/sq m

## Direct Cost Benefits

See note 8	Savings due to reduction in the average length of a stay in hospital by 1 day	20%	in 456 episodes of 4.87 days	£50 p day	£22,800
See note 9	Savings due to the percentage of patients being diagnosed and treated in the community	20%	i.e. 114 episodes of 4.87 days	£50 p day	£27,759
See note 10	Savings due to an overall reduction in demand for clinical care normally requiring hospital admission of	20%	i.e. 114 episodes of 4.87 days	£2,620 each	£298,680
See Note 11	Savings due to reduction in unnecessary assessments following A&E attendance of	20%	33 assessments	£1,500 each	£49,500
See note 12	Savings due to a percentage of the potential A&E emergencies being handled locally of	20%	57 incidents	£195	£11,115
See note 13	Savings due to a change in the balance between residential and domiciliary social care support of	20%			£100,000
See note 14	Savings in care provision in supported apartments, and basic nursing, secure and residential beds on	20%	of 30 clients	£7,200 each	£43,200
					£553,054

## Notes

Note 1	3 registered nurses and a proportion of the other nursing resources are already apportioned to the Debenham catchment area and are paid for by the NHS. It is expected that this arrangement will continue with some adjustment of management arrangements. Therefore a refund of salary and employment costs is reclaimed in income.
Note 2	The scheme will augment the existing social (& dementia) care resources allocated to the catchment area subject to slightly changed management arrangements. Therefore a refund of salary and employment costs is reclaimed in income.
Note 3	A charge is made upon all the divisions to support the Trust's activity based upon their operating costs.
Note 4	Cost benefit due to reduced admissions and other factors leading to reduced demand for NHS and Social Care services. Shared evenly over divisions.
Note 5	Cover for buildings and communal contents/fittings/facilities. Does not include contents cover for apartment tenants.
Note 6	This is broadly equivalent to a 3-4 bed hospital ward bay.
Note 7	Charges for catering and cleaning.
Note 8	Due to early return for monitoring and recovery in the community (P.A.C.E.).
Note 9	Due to less serious cases/conditions being able to be entirely managed within the community.
Note 10	Due to early intervention, prevention, crisis avoidance, local health awareness, increased well-being, etc.
Note 11	Due to the ability for patients to be monitored in the community with remote clinical support.
Note 12	Due to minor or regular incidents being able to be managed locally with remote A&E support.
Note 13	Due to the fact that improved and integrated domiciliary support can remove or delay the need for residential care.
Note 14	Due to the desire of family carers to continue to be involved in the unpaid care of their partner, parent, friend, etc.
Note 15	This is intended to cover NI, pensions, and training costs (but not training time)

## Staffing Costs

Division	Position	Number of Staff (Full-Time Equiv.)	Pay Rate (£/pa)	Salary Cost (£/pa)	Divisional Cost (£/pa)	Total Staff Cost (£/pa)
<b>Trust Management</b>						
	CEO	1	£60,000	£60,000		
	Treasurer/Accountant	0.5	£50,000	£25,000		
	Secretary/Administrator	1	£30,000	£30,000		
					<b>£115,000</b>	
	Employment Overhead			30%		£34,500
						<b>£149,500</b>
<b>Health</b>						
	Service Manager	0.5	£40,000	£20,000		
Note 1	Nurse Manager	0.5	£40,000	£20,000		
	GP Liaison	0.25	£32,000	£8,000		
Note 1	Registered Nurses	5	£32,000	£160,000		
Note 1	Specialist Nurses (part-time)	1	£32,000	£32,000		
Note 1	Physiotherapist	0.5	£40,000	£20,000		
	Counsellor	0.25	£40,000	£10,000		
Note 1	Occupational Therapist	0.5	£32,000	£16,000		
	Health Care Assistants	6	£20,000	£120,000		
	Volunteer nurses	6	£0	£0		
					<b>£406,000</b>	
	Employment Overhead			30%		£121,800
						<b>£527,800</b>
<b>Social Care</b>						
Note 2	Service Manager	0.5	£40,000	£20,000		
Note 2	Social Worker	0.25	£40,000	£10,000		
Note 2	Dementia Advisor	0.5	£20,000	£10,000		
	Volunteer Information Officer	1.5	£0	£0		
	Personal Care Coordinator	0.5	£20,000	£10,000		
	Professional Carers	11.5	£20,000	£230,000		
	Day Care Manager	1	£32,000	£32,000		
	Care Support Worker	1	£20,000	£20,000		
	Volunteers	6	£0	£0		
					<b>£332,000</b>	
	Employment Overhead			30%		£99,600
						<b>£431,600</b>
<b>Community Services</b>						
	Service Manager	0.5	£40,000	£20,000		
	Community Support Worker	1	£20,000	£20,000		
	Awareness and PR Officer	0.5	£20,000	£10,000		
	Volunteer Services Coordinator	1	£0	£0		
	Volunteers	30	£0	£0		
	Volunteer Emergency Respite Coordina	1	£0	£0		
	Volunteer Carers	12	£0	£0		
					<b>£50,000</b>	
	Employment Overhead			30%		£15,000
						<b>£65,000</b>
<b>Housing and Accommodation</b>						
	Service Manager	1	£40,000	£40,000		
	Assistant Manager	1	£32,000	£32,000		
	Secretary/Administrator	1	£20,000	£20,000		
	Cleaners	3	£15,000	£45,000		
	Maintenance	1.5	£15,000	£22,500		
	Gardener	1	£15,000	£15,000		
	Chef/Cook	1.5	£25,000	£37,500		
	Assistant Cook	1.5	£15,000	£22,500		
	Domestic Support Coordinator	0.5	£20,000	£10,000		
	Domestic Support Staff	6	£15,000	£90,000		
	Domestic Maintenance Staff	6	£15,000	£90,000		
					<b>£424,500</b>	
	Employment Overhead			30%		£127,350
						<b>£551,850</b>
<b>Overall Scheme</b>						
	Divisional Totals				£1,725,750	
	Less Internal Transfers				£0	
						<b>£1,725,750</b>



## Other Operating Costs

Division	Item	Annual Cost (£/pa)	Divisional Total (£/pa)	Total Other Costs (£/pa)
<b>Trust Management</b>				
	Accommodation Rental	£11,938		
	Interest on Capital Debt	£14,550		
	Materials, consumables, & expenses	£10,000		
	Accommodation Service Charge	£3,490		
	Insurance	£5,000		
	Depreciation	£48,500		
			<b>£93,478</b>	
Note 3	Trust management supplement			£12,149
				<b>£105,626</b>
<b>Health</b>				
	Accommodation Rental	£47,750		
	Interest on Capital Debt	£2,070		
	Materials, consumables, & expenses	£10,000		
	Accommodation Service Charge	£13,960		
	Depreciation	£6,900		
Note 7	Hotel service charges	£30,000		
			<b>£110,680</b>	
Note 3	Trust management supplement			£31,924
				<b>£142,604</b>
<b>Social Care</b>				
	Accommodation Rental	£47,750		
	Interest on Capital Debt	£2,730		
	Materials, consumables, & expenses	£20,000		
	Accommodation Service Charge	£13,960		
	Depreciation	£9,100		
Note 7	Hotel services charges	£10,000		
			<b>£103,540</b>	
Note 3	Trust management supplement			£26,757
				<b>£130,297</b>
<b>Community Services</b>				
	Accommodation Rental	£71,626		
	Interest on Capital Debt	£165		
	Materials, consumables, & expenses	£10,000		
	Accommodation Service Charge	£20,940		
	Depreciation	£550		
Note 7	Hotel services charges	£1,000		
			<b>£104,281</b>	
Note 3	Trust management supplement			£8,464
				<b>£112,745</b>
<b>Housing and accommodation</b>				
	Accommodation Rental	£17,906		
	Interest on Capital Debt	£596,880		
Note 5	Insurance	£30,000		
	Materials, consumables, & expenses	£30,000		
	Accommodation Service Charge	£5,235		
	Depreciation	£25,600		
	Heating and Lighting (non-apartment)	£20,000		
			<b>£725,621</b>	
Note 3	Trust management supplement			£63,874
				<b>£789,495</b>
<b>Overall Scheme</b>				
	Divisional Totals		£1,280,768	
	Less Internal Transfers		£438,723	
				<b>£842,045</b>



## Capital Debt

Division	Item (£)	Cost (£)	Divisional Total (£)	Total Capital (£)
<b>Trust Management</b>				
	Office Equipment	£1,000		
	Computer and IT Equipment	£1,000		
	Furniture	£500		
	Overdraft	£200,000		
	Legal fees	£40,000		
			<b>£242,500</b>	
<b>Health</b>				
	Mobile X-Ray	£20,000		
	Portable ECG	£500		
	Ultrasonic scanner	£500		
	Additional Medical Capital Equipment	£1,000		
	Examination Furniture	£500		
	Computer and IT Equipment	£1,000		
	Specialist storage	£500		
	general office furniture	£500		
	Accommodation Furnishing and Fittings	£10,000		
			<b>£34,500</b>	
<b>Social Care</b>				
	Manual Handling Equipment	£1,000		
	Computer and IT Equipment	£1,000		
	Specialist storage	£500		
	general office furniture	£5,000		
	Specialist Day Care facilities	£3,000		
	Day Care Furniture, Crockery and Kitchen Equipment	£10,000		
	Day Care Furnishing and Fittings	£5,000		
	Residential Accommodation Furnishings and Fittings	£10,000		
	Secure Accommodation Furnishing and Fittings	£10,000		
			<b>£45,500</b>	
<b>Community Services</b>				
	Office Furniture	£500		
	Computer and IT Equipment	£1,000		
	Presentational Equipment	£750		
	Office Equipment	£500		
			<b>£2,750</b>	
<b>Housing and Accommodation</b>				
	Land	£950,000		
	Building and Site Development	£8,870,000		
	Common Fittings and Furnishings	£50,000		
	Kitchen Fittings and Equipment	£50,000		
	IT, Security, and Media Facilities	£25,000		
	Office Furniture	£1,000		
	Computer and IT Equipment	£2,000		
			<b>£9,948,000</b>	
<b>Overall Scheme</b>				
	Divisional Totals		£10,273,250	
	Less Internal Transfers		£0	
			<b>£10,273,250</b>	



## Mainstream Income

Division	Item	units	Income (£ pa)	Divisional Total (£ pa)	Total Income (£ pa)
<b>Trust Management</b>					
Note 3	Trust management supplement	Trust	£12,149		
		Health	£31,924		
		Social care	£26,757		
		Community	£8,464		
		Housing & accom.	£63,874		
				£143,168	
Note 4	Cost benefit			£110,610.80	
				<b>£253,778</b>	
<b>Health</b>					
	Basic Nursing Care	3 supp, 3 Priv beds	£251,940		
	Secure nursing care	3 supp, 3 Priv beds	£251,940		
Note 6	General Clinical nursing Care	3 bed	£136,875		
Note 6	Emergency clinical nursing Care	1 bed	£54,750		
Note 6	One-to-one clinical nursing care	1 bed	£73,000		
Note 6	Specialist clinical nursing care	1 bed	£73,000		
	Intermediate Nursing Care	1 bed	£7,410		
Note 1	Refund from NHS secondary care		£103,000		
				£951,915	
Note 4	Cost benefit			£110,610.80	
				<b>£1,062,526</b>	
<b>Social Care</b>					
	Intensive residential care	1.5 supp, 1.5 Priv	£81,510		
	Day Care	60 sessions pw	£78,000		
	Personal care (supported)	200 hrs/wk	£124,800		
	Personal care (private)	200 hrs/wk	£145,600		
Note 2	Refund from Adult Care Services		£15,000		
				£444,910	
Note 4	Cost benefit			£110,610.80	
				<b>£555,521</b>	
<b>Community Services</b>					
	Community room rental	5 sessions/ wk	£7,800		
	Office rental	50 sq/m	£13,000		
	Debenham Project core funding		£10,000		
	Parish Council (Community support)		£10,000		
	District Council (Elderly housing support)		£10,000		
				£50,800	
Note 4	Cost benefit			£110,610.80	
				<b>£161,411</b>	
<b>Housing and Accommodation</b>					
	2 bed apartment rental	10 supp, 10 priv	£148,200		
	3 bed apartment rental	10 supp, 10 priv	£167,960		
	2 bed apartment service charge	10 supp, 10 priv	£128,440		
	3 bed apartment service Charge	10 supp, 10 priv	£128,440		
	2 bed apartment lease sales price				
	3 bed apartment lease sales price				
	Hotel services supplement	5 supp, 10 priv	£115,700		
	Domestic supp.	Average 1hr/wk	£22,880		
Note 7	Divisional hotel services charges		£41,000		
	Divisional rentals		£196,970		
	Divisional service charges		£57,585		
	Domestic help (supported)	100hrs/wk	£52,000		
	Domestic help (private)	100hrs/wk	£62,400		
	Tradesman (supported)	100hrs/wk	£62,400		
	Tradesman (private)	100hrs/wk	£78,000		
				£1,261,975	
Note 4	Cost benefit			£110,610.80	
				<b>£1,372,586</b>	
<b>Overall Scheme</b>					
	Divisional Totals			£3,405,822	
	Less Internal Transfers			£438,723	
				<b>£2,967,099</b>	





## Divisional Summaries

Division	Division Totals (£ pa)	Overall Totals (£ pa)
<b>Trust Management</b>		
Income	£143,168	
Expenditure	£255,126	
Profit	-£111,959	
Plus Cost Benefit	£110,611	
<b>Cost/Benefit Balance</b>	<b>-£1,348</b>	
Debt	£242,500	
<b>Health</b>		
Income	£951,915	
Expenditure	£670,404	
Profit	£281,511	
Plus Cost Benefit	£110,611	
<b>Cost/Benefit Balance</b>	<b>£392,121</b>	
Debt	£34,500	
<b>Social Care</b>		
Income	£444,910	
Expenditure	£561,897	
Profit	-£116,987	
Plus Cost benefit	£110,611	
<b>Cost/Benefit Balance</b>	<b>-£6,377</b>	
Debt	£45,500	
<b>Community Services</b>		
Income	£50,800	
Expenditure	£177,745	
Profit	-£126,945	
Plus Cost Benefit	£110,611	
<b>Cost/Benefit Balance</b>	<b>-£16,334</b>	
Debt	£2,750	
<b>Housing and Accomodation</b>		
Income	£1,261,975	
Expenditure	£1,341,345	
Profit	-£79,370	
Plus Cost Benefit	£110,611	
<b>Cost/Benefit Balance</b>	<b>£31,241</b>	
Debt	£9,948,000	
<b>Overall Scheme</b>		
Direct Income	£2,414,045	
Expenditure	£2,567,795	
Profit	-£153,750	
Plus Cost Benefit	£553,054	
<b>Cost/Benefit Balance</b>	<b>£399,304</b>	
Debt	£10,273,250	

£399,304



## Overview

<b>Trust Management</b>		<b>Health</b>	
Income	£143,168	Income	£951,915
Expenditure	£255,126	Expenditure	£670,404
Profit	-£111,959	Profit	£281,511
Plus Cost Benefit	£110,611	Plus Cost Benefit	£110,611
Cost/Benefit Balance	-£1,348	Cost/Benefit Balance	£392,121
Capital Debt	£242,500	Debt	£34,500
<b>Social Care</b>		<b>Community Services</b>	
Income	£444,910	Income	£50,800
Expenditure	£561,897	Expenditure	£177,745
Profit	-£116,987	Profit	-£126,945
Plus Cost benefit	£110,611	Plus Cost Benefit	£110,611
Cost/Benefit Balance	-£6,377	Cost/Benefit Balance	-£16,334
Debt	£45,500	Debt	£2,750
<b>Housing and Accomodation</b>		<b>Overall Scheme</b>	
Income	£1,261,975	Direct Income	£2,414,045
Expenditure	£1,341,345	Expenditure	£2,567,795
Profit	-£79,370	Profit	-£153,750
Plus Cost Benefit	£110,611	Plus Cost Benefit	£553,054
Cost/Benefit Balance	£31,241	Cost/Benefit Balance	£399,304
Debt	£9,948,000	Debt	£10,273,250