

PERFORMANCE ACTION PLAN TEMPLATE

This template is to be completed for ALL measures showing **RED** status of non-compliance against the specified target reported.

INDICATOR OVERVIEW	
Indicator Title	Average monthly lost bed days due to delayed transfers of care per 100,000
Strategic Director Lead	Claire Fish
Departmental Lead	Jacqui Evans
Target	63.0 (Nov '14) / 61.3 (Mar '15)

CURRENT SITUATION: Detail what the performance is for this measure and reason/s for non-compliance	
Performance this Period	78.1 + / - Target: +15.1 (+24.0%)
Non-compliance reason	<p>Whilst performance remains below targeted levels this is in the main due to Wirral having set an ambitious target for 2014/15. Wirral is currently the 3rd best performing authority in the North West with regards the average number of delayed discharges per month.</p> <p>All areas across the North West are currently under significant pressure.</p> <p>Comparing the total lost bed days between Apr and Oct 2013-14 to the total for the same period in 2014-15 shows a 26.8% increase.</p> <p>The increased trajectory is predominantly due to delays attributable solely to the NHS. Of the total lost beds days in 14-15; 56% are attributable solely to the NHS, the same period in 2013-14 was 36%.</p> <p>Further analysis of the data indicates the primary reason for NHS delays is due to patients awaiting further non-acute treatment which will include intermediate care and transitional care beds.</p> <p>Full seven day working has not yet been successfully implemented due to several factors including HR issues, recruitment delays and consultation on new job descriptions.</p>
ACTIONS: This describes what's necessary or how to achieve a 'green' score. This way everyone is clear on what is required and when; knows the expected outcome and how to achieve it.	
What (is required)	In order to achieve a RAG rating of 'green' by March 2015 the average number of lost bed days per month would need to be below 100 between December and March, the average so far in 2014-15 has been 198.
How (will it be achieved)	Weekend access to both intermediate care and transitional care beds has been put in place from December to facilitate weekend discharges. Alongside this the number of beds has also been increased by 22 to ensure quicker access to short stay beds. Daily monitoring of capacity is also in place.

	<p>Intermediate Care pathway redesign work has been recently completed with new simplified pathways and processes set to be briefed to staff by the end of January.</p> <p>It is envisaged that full implementation of seven day working will be achieved by April 2015 for priority teams such as Integrated Discharge Team, Care Arranging Team and Intermediate Care. 7 day working in Integrated Care Co-Ordination teams will be achieved by September 2015.</p> <p>Specific delays are highlighted via a daily teleconference so that action can be taken to reduce delays and address any blockages; this is attended by staff from both the NHS and Social Care.</p> <p>Identification of a home of choice can sometimes be a contributing factor to lost bed days, to mitigate against this there has been some specific work carried out with staff to support families to reduce the time spent looking for their home of choice.</p> <p>Wirral University Teaching Hospital is also looking to embed daily board rounds to ensure the discharge process can start as early as possible.</p>
Who (will be responsible)	Jacqui Evans (Head of Service – Transformation) Sarah Quinn (Commissioning Manager – Wirral CCG)
When (will results be realised)	<p>The introduction of weekend access to intermediate care and transitional care should have an immediate impact on the number of lost bed days.</p> <p>The biggest impact will be seen once full seven day working has been implemented which is expected to be staggered between April and September 15.</p>