

**PERFORMANCE ACTION PLAN – Year-end Performance 2014/15**

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

CURRENT SITUATION: Detail what the performance is for this measure and reason/s for non-compliance		
Performance this Period	79.3	+ / - Target: +18 (+29.4%)
Non-compliance reason	<p>Whilst performance has been below targeted levels this is in the main due to Wirral having set an ambitious target for 2014/15.</p> <p>Based on the latest available AQuA data Wirral had the fewest lost bed days in January out of all North West authorities.</p> <p>All areas across the North West are currently under significant pressure.</p> <p>Comparing the total lost bed days between Apr and Feb 2013-14 to the total for the same period in 2014-15 shows a 23.3% increase.</p> <p>The increased trajectory is partly due to delays attributable to the NHS. 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>Seven day working has in part been implemented. Full implementation is on track for 1<sup>st</sup> September.</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)	Performance will remain red once the final delayed discharge figures are released by NHS England later this month.	
How (will it be achieved)	<p>Weekend access to both intermediate care and transitional care beds has been put in place. The additional winter pressure bed capacity was extended for a further 2 months, using helping people home grant funding. A further pilot commission was introduced to support people up to 72 hrs at home overnight, using the same grant funding.</p> <p>A further tender has gone out to increase availability of intermediate care / transitional beds from 70 to 110. This additional capacity will be available from September 15.</p> <p>Discharge pathway redesign work has been recently completed</p>	

	<p>with new simplified pathways and processes. This has been briefed to all staff. Feedback from the 'Breaking the cycle' event at Wirral University Teaching Hospital has been fed into the Discharge task and finish group to improve length of stay and flow in the hospital. Significant work is underway to focus upon discharge and reduced Length of stay.</p> <p>Integrated seven day response is in place for care teams. Work is underway to ensure full implementation of seven day response is in place by September 15.</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. Age UK are now commissioned to support this work.</p> <p>Wirral University Teaching Hospital is embedding 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)
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 and once additional bed capacity is available in September 15.</p>