

WIRRAL COUNCIL

HEALTH AND WELL-BEING OVERVIEW AND SCRUTINY COMMITTEE:
22nd JUNE 2009

REPORT OF THE DIRECTOR OF ADULT SOCIAL SERVICES

PROGRESS REPORT ON ACTIONS TAKEN AS A HEALTH AND SOCIAL CARE ECONOMY TO IMPROVE THE PATIENT JOURNEY FOLLOWING ADMISSION TO HOSPITAL IN WIRRAL.

Executive Summary

The committee is asked to note the progress being made in improving the experience of patients and their carers following admission to hospital and subsequent discharge.

The committee is also asked to formally agree the enclosed Wirral Health and Social Care Action plan which is being implemented and performance monitored via the Wirral Discharge Planning and Review. These actions address the issues outlined in the Social Care and Health Overview and Scrutiny Committee Report of the 25th March 2009.

1 Background

- 1.1 It has long been recognised that patients admitted to hospital in Wirral have longer lengths of stay for patients than the national average and that there have been many years of over reliance on acute hospital services by Primary and Community services with a pattern of under developed community services.
- 1.2 In order to address this, Wirral NHS in partnership with the Department of Adult Social Services has established, and continues to develop a range of services to prevent avoidable hospital admissions and reduce the length of time that people stay in hospital. These schemes have been discussed previously at the committee.
- 1.3 The economy wide action plan developed through the Wirral Discharge Planning & Review Group identified some key practices and issues which needed to be reviewed and challenged in order to significantly improve the experience of patients and improve the patient flow from assessment in Accident and Emergency or other assessment areas to their safe discharge from hospital.
- 1.4 The action plan covered issues identified in the following reports:
 1. The Older Peoples Service Review (Gott June 2008)
 2. The Wirral Older Peoples Parliament Hospital Discharge Survey (September 2008)
 3. The Days of Care Utilisation Review (November 2008)

4. The Overview and Scrutiny Committee Wirral Hospital Discharge Review Report
5. Feedback from the Wirral University Teaching Hospital Divisional business planning days

2 Progress on the Action Plan

- 2.1 This report is intended to update the committee in regard to the progress being made across the economy in improving the patient experience from arrival at hospital to discharge and should be read alongside the Wirral Discharge Planning and Review Group action plan updated June 2009.

3 Progress in Wirral University Teaching Hospital NHS Trust (WUTH)

- 3.1 Following the development of the economy wide action plan the Chief Executive of Wirral University Teaching Hospital agreed to the Director of Nursing & Midwifery establishing an internal senior group, (The Wirral University Teaching Hospital Patient Flow Improvement Group). This group would take responsibility for the delivery of the actions required to improve the patient journey and experience, and ensuring that the Wirral University Teaching Hospital Length of Stay are at the upper quartile of performance.
- 3.2 This group reports to the Wirral University Teaching Hospital Care Standards Executive Committee and the Wirral University Teaching Hospital National Service Framework for Older People Executive Group

4 Progress to date

4.1 Assessment & Admission Process

- Action Plan 2 (b) (ii)

The issue of improving the speed with which the diagnosis of patients is recorded on Patient Care Information System has been widely discussed across the Wirral University Teaching Hospital clinical community
It will be audited in September 2009

- Action Plan 2(b) (iii)

A&E staff have worked with primary care to develop a primary care presence in Accident and Emergency.
The current arrangement has been agreed by the lead commissioner for urgent care.

- Action Plan 2(d) (i)

Baseline information is available in a range of metrics so that we can compare data in September 2009 following a range of actions being taken to agree activity for 2009/2010.

Key staff have undergone training in the system change programme being adopted by Wirral University Teaching Hospital to improve service delivery and strive for excellence

Patient Flow has been identified as an area of priority for utilising this model of improvement.

- Action Plan 2(d)(v)

Funding for improvements from the Department of Health to eliminate mixed sex accommodation has been allocated to a capital programme (progress on the Wirral University Teaching Hospital internet site)

- Action Plan 2(e)(ii)

Changes have been made to Wirral University Teaching Hospital intranet information

Meetings have been scheduled with key individuals.

Planned actions not achieved

- Action Plan 2(e)(ii)

A system of raising staff awareness in regard to patients with communication problems being in place

This will be resolved by August 2009

4.2 Inpatient Issues

- Action Plan 3(b)(ii)

Discharge checklists are being audited by Divisional Matrons and as part of the Nursing & Midwifery Audit

- Action Plan 3(g)(i)

A reporting and remedial action planning process has been established to actively manage patients with anticipated length of stay issues.

Planned actions not fully achieved

- Action Plan 3(c)(ii)

Due to pressures on acute beds the Patient Flow Practitioners have not been able to fully complete their core competency training.

A plan is in place to remedy this and the Patient Flow Manager is working with other agencies to ensure the competency training is completed by September 2009

- Action Plan 3(c)(iii)

The roll out of awareness training for staff in Wirral University Teaching Hospital has begun by the policy being circulated to all staff, Documented and discussed in the Wirral University Teaching Hospital Team Information Exchange Briefing sessions.

Discussed at Strategic Improvement Programme Board and Divisional Management Board Meetings

4.3 Specific Actions on the day of Discharge

- Action Plan 4(a)(i)

There has been an increase in the use of the discharge lounge each month

- Action Plan 4(b)(i)

A baseline of the number of complaints relating to discharge has been identified.

Patient Advice and Liaison Officers and volunteers are now visiting all wards on a regular basis to discuss patient experience on an individual confidential basis.

A number of avenues are being explored to increase the response rate to the patient experience questionnaire.

- Action Plan 4(b)(ii)

Pick up points for relatives collecting patients have been identified and ward staff have been instructed to ensure that relatives are aware of the pick up point.

- Action Plan 4(c)(i)

A review of the medication ordering process has been undertaken. Following this actions have been put in place to ensure that there are minimum delays in the system. An action plan is being implemented and performance is being monitored
(Report available on request)

Planned actions not fully achieved

- Action Plan 4(d)(ii)&(iii)

As per 3(c)(ii) *above*

Whilst there a number of actions which have not been fully completed as per the action plan, Wirral University Teaching Hospital is confident that by the time of the next report in September 2009.

We will be able to demonstrate that these actions are fully completed and that there has been an improvement in performance evidenced by the comparison of baseline data to quarter one data.

5 Progress in the Department of Adult Social Services

- 5.1 The new locality structure in Adult Social Services has now been implemented, including the establishment of a revised hospital social work team and two Team Manager posts. A key task for the new team is to ensure that social care staff are working in a more integrated way with Patient Flow Practitioners and other relevant health staff. Work is continuing on reviewing and revising the links between the hospital social work team and the newly formed locality teams to ensure a smooth transition for individuals from hospital and the avoidance of inappropriate admissions to hospital.

- 5.2 A proposal for social care input into Primary Care Assessment Unit is being developed.
- 5.3 A review of the Emergency Duty Team is being undertaken. Proposals for a revised out of hours service will be shared by October 2009 for implementation by April 2010. The review will include all relevant stakeholders, including health staff and will include arrangements for people in hospital who require a service out of normal office hours.
- 5.4 The Department's Reablement Service (Home, Assessment and Reablement Team) has been significantly expanded to prevent avoidable admissions to hospital and to facilitate timely discharge for people back to their own homes.

6 Progress in Wirral NHS

- 6.1 NHS Wirral provider services continue to develop robust services and pathways as outlined in Part I of the Action Plan to reduce inappropriate admissions which impact on throughput and discharge for those people who have appropriate admissions to acute services.

7 Progress from a commissioning perspective

- 7.1 The Wirral Discharge Planning and Review Group continue to work holistically across the health and social care economy to reduce admissions, reduce length of stay and facilitate a robust and sustainable discharge process. Wirral Discharge Planning and Review Group reports to the Joint Commissioning Group for Older People on exceptions.

8 Financial Implications

- 8.1 None arising from this report

9 Staffing Implications

- 9.1 None arising from this report

10 Equal Opportunities Implications

- 10.1 Working to improve equity and provision across Wirral

11 Community Safety Implications

- 11.1 None arising from this report

12 Local Agenda 21 Implications

- 12.1 None arising from this report

13 Planning Implications

13.1 None arising from this report

14 Anti Poverty Implications

14.1 None arising from this report

15 Social Inclusion Implications

15.1 All plans are inclusive

16 Local Member Support Implications

16.1 People who use services live in all wards of the borough

17 Health Implications

17.1 Admissions (inappropriate) facilitate earlier discharge

18 Background Papers

The Older Peoples Service Review (Gott June 2008)

The Wirral Older Peoples Parliament Hospital Discharge Survey (September 2008)

The Days of Care Utilisation Review (November 2008)

The Overview and Scrutiny Committee Wirral Hospital Discharge Review Report

Feedback from the Wirral University Teaching Hospital Divisional business planning days

19 Recommendations

That

- (1) Committee is asked to note the progress being made in improving the experience of patients and their carers following admission to hospital and subsequent discharge.
- (2) The committee is also asked to formally agree the enclosed Wirral Health and Social Care Action plan which is being implemented and performance monitored via the Wirral Discharge Planning and Review Group

JOHN WEBB

Director of Adult Social Services

Heather Rimmer

Interim Head of Integrated Commissioning

Tel no 651 3885

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