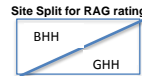


Implementation RAG	
RAG	Definition
	Action not on time
	Action at risk
	Action on track
	Action complete



Scheme Effectiveness RAG		
Key	RAG	Definition
Key		Action failing to deliver >25% off KPI plan
		10-25% % off target KPI
		Delivering against scheme KPI
		N/A

Ref.	Issue	Action	Linked KPI (in addition to 4hr transit time standard)	Exec Lead	Delivery Lead	Planned Delivery Date	Actual Resolution Date	Implementation Status (RAG)	Update (date)	Scheme Performance / Impact Status (RAG)
1	Undertake adequate planning and engagement	a	A communication & engagement plan needs to be developed (based on best practice & advice from McKinsey challenge)	n/a	Site Managing Director (GHH) & Head of Ops (BHH)	Performance Team	April			
		b	Review learning from winter 2013/14 for planning winter 2014/15	n/a	Director of Emergency Pathway Transformation	General Manager - Unplanned Care (BHH & GHH)	March / April			
2	Further develop Ambulatory Emergency Clinics	a (i)	Identify current range / directory of services for AEC, including demand and capacity match for clinics	n/a	Associate Medical Director - Head of Clinical Systems Design	General Manager - Unplanned Care (BHH & GHH)	April			
		b	Review core service for AEC (initial proposals from McKinsey)	n/a	Associate Medical Director - Head of Clinical Systems Design	General Manager - Unplanned Care (GHH) & Directorate Manager for ED	May			
		c	Agree plan for further development of speciality clinics / hot slots and programme for roll out Q1, Q2, Q3, Q4	n/a	Associate Medical Director - Head of Clinical Systems Design	General Manager Unplanned care (BHH & GHH)	May / June			
		d	Agree plan for further community services support	n/a	Associate Medical Director - Head of Clinical Systems Design	General Manager Unplanned care (BHH & GHH) & Out of Hospital Services GM (GHH)	May			
		e	Review AEC Staffing Model for all grades and professions to ensure service supports demand from 8am to 10pm	n/a	Associate Medical Director - Head of Clinical Systems Design	General Manager Unplanned care (BHH & GHH)	June			
		f	Agree next steps action plan & develop 'Ambulatory Care' Strategy paper for discussion at a stakeholder Event	n/a	Associate Medical Director - Head of Clinical Systems Design	General Manager Unplanned care (BHH & GHH)	June			

RAG	Definition
■	Action not on time
■	Action at risk
■	Action on track
■	Action complete



Key	RAG	Definition
	■	Action failing to deliver >25% off KPI plan
	■	10-25% % off target KPI
	■	Delivering against scheme KPI
	■	N/A

Ref.	Issue	Action	Linked KPI (in addition to 4hr transit time standard)	Exec Lead	Delivery Lead	Planned Delivery Date	Actual Resolution Date	Implementation Status (RAG)	Update (date)	Scheme Performance / Impact Status (RAG)
3	Develop a structured plan to improve systems and processes to match or better top performing peers (ECIST Feedback) together with the introduction of the SAFER bundles	a	Identify a site response and associated improvement team to lead improvement schemes to deliver SAFER bundles which include:	Reliability of SAFER care bundle (i.e. adherence to bundle set)	Chief Nurse/Medical Director	Head Nurse/Associate Medical Director (BHH & GHH)	April			
		a (i)	Senior Review: all patients will have a senior review before midday	% patients seen by consultant before 12.00	Chief Nurse/Medical Director	Head Nurse/Associate Medical Director (BHH & GHH)	Ongoing			
		a (ii)	All patients will have a planned date for discharge agreed within 24 hours of admission	% patients with EDD on jonah	Chief Nurse/Medical Director	Head Nurse/Associate Medical Director (BHH & GHH)	Ongoing			
		a (iii)	Flow: all wards have capacity to 'pull' a minimum of 1 patient from the assessment areas by 10am	% of wards who achieve one bed available by 10.00	Chief Nurse/Medical Director	Head Nurse/Associate Medical Director (BHH & GHH)	Ongoing			
		a (iv)	Early discharge: ward teams should ensure that at least 30% of the total inpatient ward discharges have left the ward by 12 noon	% patients discharged by 12.00 (balanced by ward length of stay)	Chief Nurse/Medical Director	Head Nurse/Associate Medical Director (BHH & GHH)	Ongoing			
		a (v)	Review: patients whose length of stay exceed 14 days will be reviewed weekly by the Site Team in collaboration with the Directorate and the Discharge Hub	% of patients over 14 days having review recorded on jonah. Total number patients over 14	Chief Nurse/Medical Director	Head Nurse/Associate Medical Director (BHH & GHH)	Ongoing			
		b	Develop a seven day response to SAFER	Above metrics analysed by day of week	Associate Medical Director - Head of Clinical Systems Design	General Manager Unplanned care (BHH & GHH)	June / July			
4	Review Rapid Access & Treatment (RAT) service in A&E	a	Further refine RAT model & SOP (as discussed with McKinsey) and develop robust KPIs	% of ED majors patients having RAT assessment within 15 mins of arrival	Associate Medical Director - Head of Clinical Systems Design	ED Lead Consultant / ED Directorate Manager (BHH & GHH)	April	March		
		b	Establish substantive workforce implementation plan	n/a	Associate Medical Director - Head of Clinical Systems Design	ED Lead Consultant / ED Directorate Manager (BHH & GHH)	April			
5	Further develop interface between ED & Acute Medicine to deliver optimum short-stay performance	a	Develop a detailed project / improvement plan from Acute Medicine workgroup which reflects Society of Acute Medicine Standards and national guidance from the Ambulatory Care Network and ECIST to ensure there is a detailed review of current ways-of-working & an OD plan	n/a	Associate Medical Director (BHH & GHH)	Lead Clinician Acute Medicine & General Manager Unplanned Care (BHH & GHH)	April			
		b	Identify a work stream lead & associated improvement team to lead Acute Medicine Improvement	n/a	Associate Medical Director - Head of Clinical Systems Design	Lead Clinician Acute Medicine & General Manager Unplanned Care (BHH & GHH)	June / July			

RAG	Definition
	Action not on time
	Action at risk
	Action on track
	Action complete



Key	RAG	Definition
		Action failing to deliver >25% off KPI plan
		10-25% % off target KPI
		Delivering against scheme KPI
		N/A

Ref.	Issue	Action	Linked KPI (in addition to 4hr transit time standard)	Exec Lead	Delivery Lead	Planned Delivery Date	Actual Resolution Date	Implementation Status (RAG)	Update (date)	Scheme Performance / Impact Status (RAG)
6	Develop contingency plan for Medicine Consultant and General Medicine vacancies at all grades	a	Review consultant medical workforce strategy to cover acute medical on-take	n/a	Medical Director	Associate Medical Director / General Manager Unplanned Care (BHH & GHH)	April			
		b	Implement agreed model	n/a	Medical Director	Associate Medical Director / General Manager Unplanned Care (BHH & GHH)	May			
		c	Review non-consultant clinical workforce	n/a	Medical Director	Associate Medical Director / General Manager Unplanned Care (BHH & GHH)	June / July			
		e	Consider opportunities for substantive split-posts	n/a	Medical Director	Associate Medical Director / General Manager Unplanned Care (BHH & GHH)	June / July			
7	Review & redesign the role of the AMU Flow Coordinator & Bed Management Model	a	Review current role of the flow coordinator & make amendments to written roles & responsibilities	n/a	Site Managing Director (GHH) & Head of Ops (BHH)	General Manager Unplanned Care (BHH & GHH)	April			
		b	Implement revised ways of working		Site Managing Director (GHH) & Head of Ops (BHH)	General Manager Unplanned Care (BHH & GHH)	April			
8	Develop Site Operations function to provide a robust Capacity / Ops management team.	a	Develop robust site management strategy /SOP and bed management/escalation processes which includes a detailed plan for on-call and out-of-hours team. See McKinsey guidance		Site Managing Director (GHH) & Head of Ops (BHH)	Head of Operations (BHH & GHH)	April			
		b	Develop detailed proposal to establish an effective Site 24/7 Capacity/ Operations team		Site Managing Director (GHH) & Head of Ops (BHH)	Head of Operations (BHH & GHH)	June			
9	To increase the number of patients who experience a timely discharge by reducing delays in diagnostics	a	Assessment and Delivery Plan	% patients with delay in diagnostics over 24 hours from order to reporting	Associate Medical Director - Head of Clinical Systems Design	Head of Operations / Head of Clinical Support Services (BHH & GHH)	May			

RAG	Definition
Red	Action not on time
Orange	Action at risk
Green	Action on track
Blue	Action complete

Site Split for RAG rating



Key	RAG	Definition
	Red	Action failing to deliver >25% off KPI plan
	Orange	10-25% % off target KPI
	Green	Delivering against scheme KPI
	Blue	N/A

Ref.	Issue	Action	Linked KPI (in addition to 4hr transit time standard)	Exec Lead	Delivery Lead	Planned Delivery Date	Actual Resolution Date	Implementation Status (RAG)	Update (date)	Scheme Performance / Impact Status (RAG)
10	To increase the number of patients who experience a timely discharge by reducing delays around TTO's	a Assessment and Delivery Plan	turnaround time for TTOs (from writing to delivery on ward)	Associate Medical Director (BHH & GHH)	Head of Operations / Head of Clinical Support Services (BHH & GHH)	May		At Risk		
11	To increase the number of patients who experience a timely discharge by reducing delays in therapy assessment	a Assessment and Delivery Plan	Patients on Jonah system with therapy delay recorded	Clinical Director of Therapy Services	Therapy Lead (BHH & GHH)	May		At Risk		
12	Rapid specialist assessment and admission avoidance for the frail elderly	a Review current arrangements	n/a	Site Managing Director (GHH) & Head of Ops (BHH)	General Manager Out of Hospital Services (GHH)	May		At Risk		
		b Revise SOPs	n/a	Site Managing Director (GHH) & Head of Ops (BHH)	General Manager Out of Hospital Services (GHH)	May		At Risk		
		c Impliment revised SOPs		Site Managing Director (GHH) & Head of Ops (BHH)	General Manager Out of Hospital Services (GHH)	May		At Risk		
		d Review existing Directory of Services for Out-of-hospital services	n/a	Site Managing Director (GHH) & Head of Ops (BHH)	General Manager Out of Hospital Services (GHH)	April	March	On Track		