

## Appendix 3b - Acute Programme – Service Redesign Implementation Plan

### ASL 03: DVH Refurbishment

Descriptor	Links with	Key actions/ milestones	Risks, issues known (K) or potential (P)	Time frame	Lead <u>Maria Stafford</u>	Progress/ comment	RAG
Review the function of DVH, propose Trust model for seclusion within acute services and develop plans for the building that addresses needs for change of use, backlog maintenance and design issues.	CRES 1b	Review Seclusion Model	<ul style="list-style-type: none"> <li>Group not identifying preferred model / consensus not achieved.</li> <li>Unable to provide recommendations within time frame results in delay of plans for capital group and subsequent delays in delivering project impacting on achievement of CRES</li> </ul>	15 Dec	<b>Ven /Clare Balman</b>  Maria Stafford Angela Shorter Louise Clack Geri Coulls Philip Condie Vijay Defallon John Newman	<b>30.01.2013:</b> Group met and considered views – KMPT and via the national acute care network. Agreed that seclusion facilities are required on sites where there is not a PICU. Work now underway to review seclusion policy and develop guidance for use.	<b>G</b>
		Complete risk assessment of seclusion model		15 Dec	As above	<b>30.01.2013:</b> This will be completed once policy and guidance have been developed.	
		Obtain sign off – Clinical and Operational		Dec 12		<b>30.01.2013:</b> Completed virtually	
		Complete PCD re DVH refurbishment outlining works to be addressed including recommendations from working group re seclusion.	Recommendations re seclusion not given in time for Capital group – delay in process.	Dec 12	<b>Philippa Macdonald</b> Maria Stafford Clare Balman Ray Chambers Philip Armstrong	<b>30.01.2013:</b> PCD completed, business case developed. On going work at present to refine design prior to tendering process.	
		Agree design brief and phasing		Dec 12	As above	<b>30.01.2013:</b> Agreed that works required need to be completed as a single phase to ensure best value and reduce risk.	

## Appendix 3b - Acute Programme – Service Redesign Implementation Plan

						Core design has been approved, currently refining detail prior to tendering process.	
		Consider decant options and relevant costings		Dec 12	<b>Maria Stafford</b> Clare Balman Paula Hayes	<b>30.01.2013:</b> Agreed that ward will need to decant for duration of works. Costings collated, agreed that Edmund ward would be re used as per previous ward decant for the refurbishment of Anselm.	
		Costing of plans developed		Dec12 / Jan 13	<b>Ray Chambers</b> Paula Hayes	<b>30.01.2013:</b> Initial costings completed for PCD and Business case, detailed expenditure is being developed as design is finalised.	
		Specification and phasing agreed		Dec12 /Jan 13	<b>Philippa Macdonald</b>	<b>30.01.2013:</b> Case discussed at business case clinic and Acute programme board and supported to take to next stage (FRC and Trust Board)	
		Capital Agreed		28 Feb 13	David Tamsitt/John Carey		

## Appendix 3b - Acute Programme – Service Redesign Implementation Plan

### ASL 4a: PICU/PIC outreach CRES 1b

Descriptor	Links with	Key actions/ milestones	Risks, issues known (K) or potential (P)	Time frame	Lead <u>Ven Ramanah</u>	Progress/ comment	RAG
To review PIC outreach model and develop to extend services across Kent and Medway	ASL 03 CRES 1b	Review current PIC outreach model, performance, policies, procedures, seclusion (use of in acute wards and role of PIC outreach)		Jan 13	<b>Ven Ramanah</b> Philippa Macdonald Vijay Delaffon Clare Balman	<b>30.01.2013:</b> In progress, recommendations made to be discussed in acute programme board in March. Policy and protocol under revision and will be presented at the programme board in March.	<b>G</b>
		Develop specification for Kent and Medway wide PIC outreach service.		Jan13	As above	<b>30.01.2013</b> As above.	
		Develop Operational policy		Feb 13	As above	<b>30.01.2013:</b> Under review due to be completed March 2013	
		Establish secure transport (including the development of policy and protocol and guidance).		March 13	<b>Michael Johnston/</b> Ven Ramanah Vijay Delaffon Philippa Macdonald	<b>30.01.2013:</b> One vehicle has been ordered which has bulkhead behind driver and secure area for one vehicle.  There is one vehicle in East Kent that we are looking at possibly adapting	

## Appendix 3b - Acute Programme – Service Redesign Implementation Plan

						(with bulkhead behind driver).  Policy and protocol for use of private secure vehicles to be amended to include KMPT secure transport.	
		Address accommodation issue for PIC outreach workers (hub and spoke) and provide recommendations		April 13	<b>Ven</b> Philippa Macdonald Vijay Delaffon Clare Balman		
		transition plan developed		April 13	As above		
		Model and plan costed		April 13	As above plus Paula Hayes		
		Recommend preferred model and gain sign off from Acute Programme board		April 13	As above		
		Implementation of PIC outreach service		May 13	As above		


## Appendix 3b - Acute Programme – Service Redesign Implementation Plan

### ASL 05: Medway reconfiguration (implementation plan) CRES 1c

Descriptor	Links with	Key actions/ milestones	Risks, issues known (K) or potential (P)	Time frame	Lead <u>Philippa Macdonald</u>	Progress/ comment	RAG
Development and Implementation of the transition of acute inpatient services from Medway to Dartford and Maidstone (re Swale)	CQUIN 2 ASL 06, 08, 09, 10, 13, 14, 17, 18	Develop implementation plan for the transition of acute services from Medway to Dartford and Maidstone.		March 13	<b>Philippa Macdonald</b> Louise Clack Angela Shorter Geri Coulls	<b>30.01.2013:</b> High level plan in place, meetings to develop detailed plan to be established during spring	<b>G</b>
		Identify capital works required and complete necessary PCD		Feb/March 13	As above in addition Philip Armstrong, Paula Hayes	<b>30.01.2013:</b> PCD in process of completion re capital works required for Priority house. Initial meeting held to review Brookfield in Dartford, Angela Shorter and PM to meet review and develop PCD outlining work required at Littlebrook.	
		Identify workforce implications, commence consultation and selection processes		March 13	<b>Louise Ross</b> Louise Clack Angela Shorter Geri Coulls	<b>30.01.2013:</b> Staff consultation due to commence March 2013.	
		Commence implementation plan		May 13	<b>Philippa Macdonald</b> Louise Clack Angela Shorter Geri Coulls Louise Ross		

## Appendix 3b - Acute Programme – Service Redesign Implementation Plan

### ASL 06 Transport plan

Descriptor	Links with	Key milestones	actions/ Risks, issues known (K) or potential (P)	Time frame	Lead <u>Philippa Macdonald</u>	Progress/ comment	RAG
Develop robust transport plan addressing the issues arising from the review of acute inpatient services in Medway for the residents of Medway and Swale.	ASL 03, 04, 05 CRES 1b,c	Analyse data collated from visitor survey completed in August 12	Analysis shows higher usage of public transport than anticipated (P) Snapshot audit not view valid by stakeholders (P)	Dec 12	<b>Michael Johnston</b> Philippa Macdonald	Data sent to MJ October 12 awaiting first analysis of data collated. <b>30.01.2013:</b> Completed.  Patient Visitor Audit v0 2.doc	<b>G</b>
		Conduct re audit of visitors accessing acute inpatient wards	Incomplete data on sign in sheet, therefore unable to gain sufficient analysis to inform decisions/recommendations	Jan 12	<b>Philippa Macdonald</b> Service Managers Ward Managers	<b>30.01.2013:</b> Service managers have been asked to get wards to complete a re audit by mid February 2013.	
		Develop solutions for issues highlighted from engagement and consultation work (re transport links to MH inpatient units) linking with data collated from visitor survey.	Unable to get key people to consider appropriate solutions due to time, workload and other commitments, resulting in delays, and weak travel plan.	Jan 13	<b>Philippa Macdonald</b> Karen Dorey-Rees Janet Lloyd Carer rep (Medway/swale) User rep (Medway/swale) IT/HISS rep Derek Bates	Date and venue for first meeting in process of being arranged. Group membership being identified, invites will be sent out by 19 Dec 12. <b>30.01.2013:</b> First meeting held. Positive feedback re use of technology both for patient access and communications and for supporting clinical discussions. Service user rep looking at public transport to 3 centres of excellence.	

## Appendix 3b - Acute Programme – Service Redesign Implementation Plan

						<p>Comms re transport options, times and frequently asked questions are being developed etc.</p> <p>Site manager at Dartford looking at signage within the area and making relevant connections with the local council to address concerns. next meeting 6<sup>th</sup> Feb 2013</p>	
		Voluntary transport scheme		June 13	<b>Janet Lloyd</b>	<p><b>30.01.2013:</b> JL confirmed that voluntary transport scheme will be expanded. Recent experience is that it is used mainly to support home leave or those accessing *out patient care. (*this is community only and not acute services).</p> <p>Discussed possibility of accessing acute trust voluntary transport scheme; this may already part of the patient transport tender which KMPT has been involved in – JL to investigate further to see if links are possible.</p> <p>Discussed linking with acute hospitals trust patient transport scheme however DB felt this would create unnecessary delay – KMPT to pursue current solutions as a priority, group agreed to maintain links and join up where possible as the acute trust plans develop.</p>	

## Appendix 3b - Acute Programme – Service Redesign Implementation Plan

	Identify technological solutions to support access and communication with those who are inpatients.	Time delay in gaining approval re patient internet access. Delay in role out of technology Lack of appropriate technology equipment (inpatient and community) to support the use of virtual reviews etc.	June 13	<b>Ian Latuskie (IT/HISS)</b>	<b>30.01.2013:</b> Patient internet access pilot sites are running and progressing well. IL is aware of the needs of acute and has confirmed that the expansion of the scheme will include acute and will deliver in time for the changes in service delivery. Cost to service will be in relation to provision of IT support, hardware will be provided as part of the project. He confirmed that use of technology for clinical discussions is possible. Service Managers to identify additional equipment required to support this.	
	Cost Solutions identified develop report and seek ratification from ASL programme board	Costs to deliver transport plan exceeds budget available (p)	March 13	<b>Paula Hayes/ Philippa Macdonald</b>		
	Develop implementation plan		March 13	<b>Philippa Macdonald</b> Karen Dorey-Rees		
	Communicate process/plan to stakeholders		April 13	<b>Adrian Lowther</b> ASL		
	Implement transport plan		May - August 13	<b>Karen Dorey-Rees</b>		



## Appendix 3b - Acute Programme – Service Redesign Implementation Plan

### ASL 09: Dartford – Refurbishment of Birch ward and provision of accommodation for CRHT

Descriptor	Links with	Key actions/ milestones	Risks, issues known (K) or potential (P)	Time frame	Lead <u>Angela Shorter</u>	Progress/ comment	RAG
Refurbishment of Birch Ward to accommodate move of inpatient wards from Medway. Develop plans to accommodate CRHT services (DGS and Medway) and discharge co-ordinator within Littlebrook hospital.	Forensic Greenacre 4, ASL 03, 04, 05	Review Birch ward; identify work required for ward to be used as a general acute ward.		Jan 13	Angela Shorter Karen Dorey-Rees Philip Armstrong Philippa Macdonald	<b>30.01.2013:</b> Initial survey meeting at Brookfield (Birch) to review facilities, AS and PM reviewing outcome of meeting and developing a specification of work required.	<b>G</b>
		Complete PCD		March 13	Angela Shorter Karen Dorey-Rees Philip Armstrong Philippa Macdonald		
		Submit proposals to service line and capital group for approval		March/ April 13	Angela Shorter Karen Dorey-Rees Philip Armstrong		
		Agree time frame for work to be completed (subject to relocation of service currently using birch ward to Greenacre 4)		April 13	Angela Shorter Karen Dorey-Rees Philip Armstrong		
		Relocation of forensic services Notice given to Greenacre 4		March- June 13	John Carey		
		Identify additional works required to provide accommodation for CRHT (Medway and DGS) and discharge co-ordinator, also review		march 13	Angela Shorter Karen Dorey-Rees Philip Armstrong Philippa Macdonald		

## Appendix 3b - Acute Programme – Service Redesign Implementation Plan

		existing wards and identify if any basic redecoration is required.					
		Complete PCD		March 13	Angela Shorter Karen Dorey-Rees Philip Armstrong Philippa Macdonald		
		Gain Service line and capital group approval		March / April 13	Angela Shorter Karen Dorey-Rees Philip Armstrong		
		Improvement/refurbishment works commence		June 13	Angela Shorter Karen Dorey-Rees Philip Armstrong		
		Work completed CRHT services move into new base		August 13	Angela Shorter Karen Dorey-Rees		
		Work completed, services from Medway relocate to Littlebrook Hospital.		September 13	Angela Shorter Karen Dorey-Rees		

## Appendix 3b - Acute Programme – Service Redesign Implementation Plan

### ASL 10b: Discharge Co-ordinator – expansion

Descriptor	Links with	Key actions/ milestones	Risks, issues known (K) or potential (P)	Time frame	Lead <u>Karen Dorey-Rees</u>	Progress/ comment	RAG
Development of Discharge co-ordinator role across KMPT 3 centres of excellence. Establishment of matrices to monitor impact on service.	CQUIN CRES	Review evaluation of pilot and potential impact of expansion of role on performance		Nov 12	<b>David Tamsitt</b> Karen Dorey-Rees Philippa Macdonald	<b>30.01.2013:</b> Completed. Positive impact noted on delayed transfer of care and out of area placements.	<b>G</b>
		Agree to support development of this role		Nov 12	David Tamsitt	<b>30.01.2013:</b> Agreement achieved.	
		Complete RES 1 for expansion of role across KMPT		Nov 12	<b>David Tamsitt</b>	<b>30.01.2013:</b> Completed	
		Submit report and RES1 to acute SL programme board for sign off.		Dec 12	<b>David Tamsitt</b>	<b>30.01.2013:</b> Completed	
		Agree matrices and performance criteria to measure effectiveness of roles on service		Jan 13	<b>David Tamsitt</b> Karen Dorey-Rees Michael Johnston	<b>30.01.2013:</b> In progress, final matrices and performance criteria to be signed off at ASL programme board.	
		Provide highlight report to be considered at Acute programme board		Monthly from implementation	<b>Karen Dorey-Rees</b> Michael Johnston Philippa Macdonald		
		Provide report after 6 months and 1 year to evidence impact and place case for ongoing funding.		TBC	<b>Karen Dorey-Rees</b> Michael Johnston Philippa Macdonald		

## Appendix 3b - Acute Programme – Service Redesign Implementation Plan

### ASL 11: Admission to discharge

Descriptor	Links with	Key actions/ milestones	Risks, issues known (K) or potential (P)	Time frame	Lead <u>Kate Cozens</u>	Progress/ comment	RAG
To develop and embed practices to deliver the Acute Care Pathway. To review and update supporting protocols. To view other areas of 'best practice' to learn from others experiences and share learning.		To implement a standardised acute care pathway across KMPT <ul style="list-style-type: none"> <li>- deliver workshop to senior managers and clinical leads within acute to review acute care pathway and re-affirm implementation of pathway across KMPT</li> <li>- to deliver training session re implementing acute care pathway utilising lean principles</li> <li>- provide coaching to support embedding of acute pathway in service areas</li> <li>- provide a review of progress to date and issues to ASL management team</li> <li>- review workshop to consider work so far, issues and agree next steps and how implementation, progress and effectiveness will be measured</li> </ul>		Jan/Feb 13	<b>Kate Cozens</b> Philippa Macdonald	Funding agreed, initial planning meeting to occur before end of November. Plan for initial workshop to commence in January. <b>30.01.2013:</b> First workshop for senior managers and clinicians held 29 <sup>th</sup> Jan. Minor amendments to pathway and comments to be collated and recorded. Workshops re implementation to commence w/c 4 <sup>th</sup> Feb 13.	<b>G</b>
		Update protocols and pathway document to reflect outcomes from workshops/training		Feb 13	<b>Philippa Macdonald</b>	<b>30.01.2013:</b> Recommendations, comments currently being collated from workshop held 29/01/13	
		Arrange information / learning visits to		March 13	<b>Philippa Macdonald</b>	<b>30.01.2013:</b> Contact made to services	

## Appendix 3b - Acute Programme – Service Redesign Implementation Plan

		<ul style="list-style-type: none"> <li>- Tees Esk Weir re PIPA</li> <li>- South West London CRHT</li> <li>- North East London - hospital at night</li> </ul>				to arrange visits. PM to follow up with staff and locations and confirm dates. PM to discuss with DT, KDR and RH to formulate feedback required from those attending visits.	
--	--	--	--	--	--	--	--