

RAG Rating	
RED	< 50% Complete
AMBER	> 50 < 100% Complete
GREEN	100% Complete

DHU NHS111 Service Improvement Plan (as @ 4/8/2014)

Appendix 1

Category	Exec Lead	Issue	Support Required	KPI	Recommendations/Actions	Owner	RAG Status	Target Date
1.IT Resolution	Stephen Bateman (COO)	IT issues to be corrected by hard N3 connection ordered May 2013 to be installed and fully pressure tested	LHIS & DHIS [GEM]	KPI 1	1.1 Involve GEM MD to ensure that local issues with DHIS are fully resolved.	LW/SB/GRJ	Green	Completed
2. Staff Consultation	Stephen Bateman (COO)	All call centre staff [400] were in 45 days consultation to change to seasonal shift patterns, reduce sickness T&Cs and move to rates of pay that incentivise OoH and weekend working.	HR Ops Mgt Rotas Shift Mgt	KPI 1 & 4	<p>2.1 Consult with staff reps re changes to T&Cs. : pay changed to enhance rates for unsocial shifts shift patterns altered seasonally flexible working to meet changes in call demand patterns changes to sick pay</p> <p>2.2 Undertaken 121's with all staff to confirm acceptance or not of change of terms and conditions / shift patterns to ensure Core, OoH/Weekends/BH are staffed appropriately.</p> <p>2.3 Ensure all rota/work patterns queries are resolved by 5/6/2014 and final status of staff groups agreed. As at 23/6/14 ALL rota queries have been addressed. However identified that there are clear gaps in the 4-week rota and now discussions taking place with CA's and NA's. See 2.7 below</p> <p>2.4 Agree new contracts of employment, including weekend working, BH and pay rates with NHS111 staff as part of consultation. Status as at 4.8.14 is:</p> <ul style="list-style-type: none"> • YES – 249 • NO – 0 • TUPE Excluded – 10 • Other e.g. Mat Leave – 10 <p>2.5 All staff that are UNDECIDED to be contacted in person to confirm if Y/N. Records to be maintained</p> <p>2.6 All "NO" staff to be contacted in person or via telephone to confirm their position and key reason(s), obtain signed paperwork and meetings to be held to dismiss and re-engage and actioned as per 2.4 above.</p> <p>2.7 Identify current status of staffing numbers/patterns and gaps in rota that will affect service performance for next 2 months. Agree management action plan on outcome.</p>	SB/PH/DW JD PT/SB JD KB/JD PH SB/PT	Green Green Green Green Green Green Green	Completed Completed Completed Completed Completed Completed Completed

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3. Rotaring & Scheduling	Stephen Bateman (COO)	111 roster management is currently manually intensive	Finance Ops Rota	KPI 1 & 4	3.1 Purchase of new Workforce Management System	SB	Amber	Completed
					3.2 Appoint project manager to support implementation	SB		Completed
					3.3 Agree revised deadline for implementation of Injixo system within 111 Call centre operation - 31 July 2014	SB		Completed
					3.4 Resolve all Rota queries as a result of consultation period and ensure gaps identified / resolved / actions agreed, e.g. recruit weekend / weekday staff. See 2.7 above.	PT		Completed
					3.5 WFM tool project team in place and scoping document/PM agreed but delayed due to consultation delay/rota patterns. Review 6-8 week implementation timescale.	SE/JS		Completed
					3.6 Project risk/issues log to be reviewed with SB/PH by 6.6.14	SB		Completed
					3.7 JS working in background to develop uploads to WFM tool, when required	SB/PT		Completed
					3.8 Assurance to be agreed regarding integration of WFM with HR/Payroll to improve control, VFM and define processes. Project review meeting with Injixo and DHU project team to be held on 15 August 2014 to complete.	SB		15.8.14
4. Staffing Contingency	Pauline Hand (DOO)	Ensure robust contingency for staffing provision to meet service standards	Finance Ops Rota	KPI 1 & 4	4.1 Detail of all contingency staff (CSMs/SMs/Trainers/CQI audit etc.) broken down into NAs and CA numbers/contracted hours. Illustrate plan to deploy contingency as required against forecast.	LWat/JD	Green	Completed
					4.2 Agree additional On-call hours for NA/CA's – Paid to be on call and then take shifts at agreed premium rate if they work the shift. Put on hold due to performance improvement. None Viable – review 8 weeks if required	PH/JD		Completed
					4.3 Very clear instructions to contingency staff how they will be deployed and what we expect from them in our time of need. Utilise TV/WallBoard at Charlotte House	LW		Completed
					4.4 Clear communication to staff and also briefing to shift management.	PH		Completed
					4.5 Approved to review Pathways training programme including paid overtime, as well as key triggers to suspend training to support service delivery.	LWat		Completed

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5. UXL programme	Pauline Hand (DOO)	Service delivery KPIs of the financial envelope are currently all being exceeded. UXL is addressing all of these elements: Call speeds, productivity and transfer to NA.	Ops Management Performance Team Training Team	KPI 1, 3&4	5.1 Implement UXL training to improve CA&NA's KPIs in line with return to bid case – still in progress with CA off-track and needs additional focus 5.2 Main focus is to support Call Advisors and review in line with progress to date, staff consultation, and patient outcomes. Need to achieve below 7min consistently and current trajectory is 18/8/2014. To be agreed with commissioners 18/6/2014 5.3 Undertake sensitivity analysis to assess impact of CA and NA what is impact with 25% triage/80% Productivity, e.g. a. CA - 7min, NA – 7.5min / CA – 6min45secs, NA – 7.5min 5.4 Review trajectory for all key metrics and agree revised timescale to deliver back to bid case. To be agreed at Joint Collaborative 111 meeting.	LWat LWat SB SB/PH	Amber	Completed (Trajectory) Completed (Trajectory) Completed Completed
				KPI 1 & 4	5.5 UXL training to Nurse Advisors to use clinical validation against dispositions – still in progress with NA achieved 8min target but set new milestone 5.6 Complete 121 reviews with all NA's to recognise positive progress & role within the 111 service model, incorporating validation 5.7 Recognise Top 6 NA performers from KPI's 5.8 Review all processes that are impacting upon NA call lengths and outcomes e.g. safeguarding referrals, complaints, Use of make busy codes. Ensure correct policy/process is in place, monitored and patient outcomes documented.	LWat MM/KB PH/PT LWat	Green	Completed Completed Completed Completed (Trajectory)
				KPI 4	5.9 Deliver target of 25% transfer to NA – achieved as at end of May in line with target. 24.8% as at 25/5/2014	LWat		Completed
				KPI 3	5.10 Deliver 999 referrals to below 8% by reviewing individual CA dispositions outcomes with 999 and audit/ review Top/Bottom 10 CA's and identify root cause/actions e.g. retraining, shift, CMP3 - Achieved 6.6% - 7.9% in May/June 14, and 6.8%-8.4% in July NMDS submission 5.11 Ensure we recognise Top 6 performers	LWat LW/PH		Completed & Ongoing Completed
				KPI 3	5.12 Deliver A&E referrals to below 6% by reviewing individual CA dispositions outcomes with A&E and audit/ review Top/Bottom 10 CA's and identify root cause/actions e.g. retraining, shift, disposition. Achieved between 5.8% – 7% May 2014, 6.1% - 8% in June 2014, 7.1%-8.1% July 2014 NMDS submission. Breakdown of A&E to be developed for review meetings 5.13 Ensure we recognise Top 6 Performer	LWat LWat	Amber	31.8.14 Completed
				KPI 4	5.14 Improve availability to 80% - still in progress as achieved at certain days/times for both CA / NA as we approached end of May through July 2014. 5.15 Continue to monitor productivity of CA/NA and review Top 10/Bottom 10 identify root cause and address performance issues 5.16 Ensure that we recognise Top 6 performers	LWat PH/LWat PH/LWat		Partially Completed Completed & On-going Completed

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6. Performance Management of employees	Pauline Hand (DOO)	Improve performance management of teams	HR Operations Managers Shift Managers	ALL	6.1 Review team/shift management structure during consultation process 6.2 Deliver training on managing performance for all Shift Management 6.3 Provide shift managers with weekly individual/ team performance information [KPIs and call audit results] 6.4 Call centre management team to set and agree SMART objectives with team leaders	DW/JD JD/VB MM/KB LWat/JD	Green	Completed Completed Completed Completed
7. Sickness & Absence Management	Stephen Bateman (COO)	Sickness is not managed effectively	HR Operations Managers Shift Managers Absence Manager	KPI 1,4 & 5	7.1 Review T&Cs of sick pay during consultation. Updated Sickness/Absence Policy 7.2 Clarify expectations of how shift managers are to manage sickness [SMART Objectives]. 7.3 Train Shift Managers to improve attendance management and to be timely in having difficult conversations with staff. 7.4 Review progress and compliance with the policy of RTW and actions being taken with relevant staff. Daily monitoring and actions to be agreed/ taken/ recorded 7.5 Undertake staff meetings to initiate performance management / disciplinary process 7.6 Review of all staff that are on medium / long term sickness and agree individual action plan with HR 7.7 Undertake weekly analysis of sickness trends in DHU services e.g. 111/OoH, Adastra disposition and local Health services to inform forecasting 7.8 Implement operational changes to sickness reporting through HR/Payroll system for all 111/OoH service 7.9 Discuss and agree additional support for sickness management with KC and permanent role moving forward to support DHU 7.10 Reassign internal /HR resource or recruit external temporary support to target absence management action plan on priority cases and implement effectively across 111 call centre. 7.11 Management briefing with all staff groups on the new Absence management policy. 7.12 PH/JD/KC to attend / monitor all RTW interviews/disciplinary meetings for CA/NA staff. Ensure consistent policy implemented and ensure strong cohesive management through Ops and HR. 7.13 Commence daily / weekly / monthly communication of sickness absence statistics for each area of the business. Align to performance impact. 7.14 Ensure <5% sickness levels is key objective for each member of SMT. 7.15 Implement Injixo WFM tool through robust project management and system integration to support management to implement absence management	SB/DW PH/JD/KC PH/DW/KC SB/DW/KC JD/ SB/KC/VB JD/PT DW SB/DW SB DW/KC SB/DW SB/DW SB PH	Amber	Completed Completed 30.6.14 31.8.14 Completed Completed & On-going Completed & On-going Completed Completed Completed Completed Completed 31.7.14 31.8.14

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8. Management Development	Pauline Hand (DOO)	Performance of shift managers	Snr Operations	ALL	8.1 Agree SMART objectives and Performance manage the Shift Managers in line KPI's.	JD/DW	Green	Completed
					8.2 Review role, responsibilities and structure of shift management within the 111 service, and implement any changes required.	PH		Completed
					8.3 Review the shift management rota and partnering around weekend working to support service performance and clinical safety	JD/PH		Completed
					8.4 Develop and undertake a training and assessment programme for all Clinical and Non-clinical Shift management	PH/DW		Completed & On-going
					8.5 Utilise wallboards in call centre for better communication and mitel reporting e.g. staff on scheduled/unscheduled breaks, safeguarding, etc	LWat/NP		Completed
					8.6 Ensure Shift Management and staff are aware of key reports/ tools/ triggers and subsequent actions to undertake to actively management the 111 service 24/7 e.g. calls waiting, staff idle/waiting	PH/JD		Completed
9. Service Improvement Processes	Pauline Hand (DOO)		CQI Lead Operations Managers Training Team	ALL	9.1 Operational checklist / escalation plan to support active Clinical queue management to meet Patient safety, MDS KPIs and service performance.	JDox/ LW	Amber	Completed
					9.2 Review Call centre management folder and update/train/brief as required to all relevant staff	MM/KB		13.6.14 11.07.14
					9.3 Contingency queue management process to be agreed and implemented following Adastra changes	JDox/ PH		Completed
10. Management Information reporting	Stephen Bateman (COO)	Weekly reports inform performance management of individuals not teams	Operations Director/ Managers	ALL	10.1 Review and revise reports suite to drive operational performance through improved team management	SB	Green	Completed
11. Recruitment Baseline	Pauline Hand (DOO)	Turnover in call centres tends to be high	COO/HRD	ALL	11.1 Establish rolling recruitment programme for CA / NA. To progress once consultation/rotering finalised; headcount v hours	JD/PH	Amber	13.6.14 15.8.14
					11.2 Ensure training programme agreed and timelines for pathways/ qualified/ competent staffing	PH		Completed
					11.3 Clarification of accountabilities through setting SMART objectives	PH		Completed
12. HR Support	Stephen Bateman (COO)	Support for recruitment	HR	ALL	12.1 Appointment of dedicated HR recruitment and training lead.	DW	Green	Completed

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13.Communication improvement	Stephen Bateman (COO)	24/7 working x 3 sites creates difficulties ensure consistent messages to staff	Directors HR Operations Managers	ALL	13.1 Leading on from consultation develop quarterly staff forums increasing engagement and improving information flows. Terms of reference agreed and Communications Manager appointed to take this forward with HRD	SB/DW	Amber	30.6.14 31.8.14
14. Planning & Forecasting (Bank Holidays 2014/15 including World Cup)	Stephen Bateman (COO)	Robust forecasting of volumes and staffing required to enable service delivery	Directors Operations Managers Performance managers	KPI 1, 4 & 5	14.1 Agree with JH to visit other 111 Providers to review best practice forecasting models and to implement lessons learned and implemented, i.e. YAS/Herts. Still outstanding as with JH NDCCG to organise. 14.2 AM to objectively review DHU forecasting model to identify recommendations for improvement. Feedback to Joint Collaborative group. No longer applicable as CCG conflict of interest. 14.3 Track historical performance data and formulate staffing forecasts. Needs close monitoring by county against contract call volumes and forecasts for last 3 months, and form part of the regular staff communication. Macro level by week accuracy for first two then last month do it by Day of week and week total variance actual to forecast. 14.4 Translate data from revised forecast into rota/call patterns to review against outcome of staff consultations. Actual CAs/NA's staffing / hours evidence of % of by hour, by day of the week to am/pm/evening. 14.5 Review staffing levels on a weekly basis to address staffing gaps. This needs to be reviewed / agreed by Senior operations team & Director of Operations 14.6 Diary Bank Holiday planning meetings with commissioners	PH PH SB/BH PT/BH PT/PH PH/PT		30.6.14 31.8.14 Completed Completed Weekly review Fri / Monday Completed & On-going
15. Refresh Staff Recognition Scheme	Stephen Bateman (COO)	Ensure that positive staff communication and recognition programme improves the staff motivation	Human Resources Operations Managers	ALL	15.1 Review and re-launch the Staff Recognition scheme and refine based on current organisational strategy / culture. To be developed by Staff forum. 15.2 Develop the staff forum and look to align to the area of service development, communication strategy, staff briefings and staff surveys. 15.3 Implement a staff social group that will take ownership of recreating the "family" culture within DHU.	DW DW DW/SB	Red	30.6.14 31.8.14 Completed & on-going 30.6.14 31.8.14

KPI 1				KPI 2				KPI 3				KPI 4				KPI 5				KPI 4.1 (inverse of KPI 4)			
Planned % Calls answered < 60 Secs	Actual % Calls answered < 60 Secs	Variance		Planned % Abandoned > 30 Secs	Actual % Abandoned > 30 Secs	Variance		Planned % Transferred to ED	Actual % Transferred to ED	Variance		Planned % Warm Transfers	Actual % Warm Transfers	Variance		Planned % call backs within 10mins	Actual % call backs within 10mins	Variance		Planned % of call backs	Actual % call backs	Variance	
		%	since last week			%	since last week			%	since last week			%	since last week			%	since last week			%	since last week
KPI 6		KPI 7		KPI 8																			
Average wait for CH answer (min:sec)	Variance since last week	Longest wait for CH answer (min:sec)	Variance since last week	Planned average wait for call back (mins)	Actual Average wait for NA call back (mins)	Variance																	
						%	since last week																