

## CHI ACTION PLAN - PROGRESS REPORT AS AT 23 MAY 2003

Action point	Objective	Action required & timescales	Accountability	Status	Documentary evidence of action(s) completed
Rec: 1	To develop performance -monitoring arrangements to ensure that any performance shortfalls in the provision of services for older people at Gosport War Memorial Hospital are identified and addressed swiftly.	<ul style="list-style-type: none"> <li>Appointment of Operational Director for Secondary Care - in post</li> <li>Develop a Service Level Agreement (SLA) for Older People's Services with jointly agreed principles, clinical governance standards and responsibilities, and key performance criteria – <b>by December 2002</b></li> <li>Establish a system for monitoring and performance managing Service Level Agreement arrangements – <b>January 2003</b></li> <li>Set up and run regular dedicated clinical/ management meetings that involve the associate lead consultant – <b>from December 2002</b></li> </ul>	<p>Tony Horne</p> <p>Fiona Cameron/Neil Stubbs</p> <p>Fiona Cameron/Neil Stubbs</p> <p>Ian Reid</p>	<p>✓✓</p> <p>✓</p> <p>✓</p> <p>✓✓</p>	<p>NS's Job Description/Date of appointment</p> <p>Copy of SLA</p> <p>Monitoring framework and first quarter report</p> <p>Terms of Reference and Notes</p> <p>Notes of meeting. Revised criteria</p>
Rec: 2	To review the policy for admitting patients to Sultan Ward at Gosport War Memorial Hospital	<ul style="list-style-type: none"> <li>Establish a meeting to review and revise, as necessary the criteria for admitting patients to Sultan ward – completed September 2002</li> <li>Establish a Gosport War Memorial Hospital Medical Committee to review criteria for GP admissions to Sultan Ward - Jan 2003</li> <li>Establish a process to ensure that ongoing review of the admissions policy is undertaken as</li> </ul>	<p>Fiona Cameron/Ian Reid</p> <p>Fiona Cameron/Ian Reid</p> <p>Fiona Cameron/Ian Reid</p>	<p>✓✓</p> <p>✓✓</p> <p>✓✓</p>	<p>Terms of Reference/Notes</p> <p>Statement of process/Notes of Review meeting</p>

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Rec: 3	To review all local prescribing guidelines to ensure appropriateness for current levels of patient dependency on elderly care service wards.	part of routine review, and in particular in response to service changes				
		<ul style="list-style-type: none"> <li>Establish Medicines Management Group as a sub group of the Area Prescribing Committee, to oversee the review and guideline development process where necessary - Group <b>established by November 2002</b></li> </ul>	Ian Reid/ Hazel Bagshaw/Jeff Watling	✓	Terms of Reference/Membership/ Notes of meetings	
		<ul style="list-style-type: none"> <li>Carry out a review and revision of guidelines in 6 key areas - <b>by March 2003</b></li> </ul>	Ian Reid/ Hazel Bagshaw/Jeff Watling	✓	Guideline Reviews	
		<ul style="list-style-type: none"> <li>Establish an ongoing audit programme and process for all prescribing guidelines developed to ensure prescribing practice reflects patient management plans/outcome - <b>March 2003</b></li> </ul>	Ian Reid/ Hazel Bagshaw/Jeff Watling	✓	Audit outline/outcomes	
		<ul style="list-style-type: none"> <li>Audit prescribing against initial 6 revised guidelines and assess appropriateness in relation to patient dependency levels – <b>by December 2003</b></li> </ul>	Ian Reid/ Hazel Bagshaw/Jeff Watling	X	Audit Report	
<ul style="list-style-type: none"> <li>Ensure staff training requirements arising from revised guidelines are</li> </ul>	Jeff Watling/Hazel Bagshaw	✓	Staff Training Programme			

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Rec: 4	To establish comprehensive pharmacy service support to wards at Gosport War Memorial Hospital	<p>integrated into PCT training programmes, and as new guidelines are reviewed and developed and implemented – ongoing</p> <ul style="list-style-type: none"> <li>▪ Review the current level of pharmacy services provided based on the existing Service Level Agreement, and prepare a business case to enhance provision, which includes an explicit specification for Out of Hours cover – <b>by October 2002</b></li> <li>▪ Integrate additional investment /pharmacy activity into Service Level Agreement - by <b>January/February 2003</b></li> <li>▪ Establish central point of reference for Pharmacy Staff working in satellite sites - in place</li> <li>▪ Establish Pharmacy involvement in ward rounds undertaken on Dryad, Daedalus and Sultan wards - <b>by March 2003</b></li> </ul>	<p>Ian Piper/Fiona Cameron</p> <p>Hazel Bagshaw/Fiona Cameron</p> <p>Hazel Bagshaw/ Fiona Cameron/</p> <p>Hazel Bagshaw /Fiona Cameron</p>	<p>✓</p> <p>✓</p> <p>✓✓</p> <p>XX</p> <p>✓</p>	<p>Revised SLA/Business Operational Plan, Business Case</p> <p>See above</p> <p>Protocol/Plan for central point of reference for pharmacy staff</p> <p>Evidence of pharmacy input: Job Description, Objectives 2003/04</p>	
Rec: 5	To review and monitor prescribing	<ul style="list-style-type: none"> <li>▪ Carry out a retrospective audit of diamorphine prescribing on Sultan</li> </ul>	Ian Reid/Hazel Bagshaw	✓	Audit Report/Action Plan	

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Rec: 6	of all medicines on wards caring for older people at Gosport War Memorial Hospital, including diamorphine prescribing on Sultan ward.  To ensure that all-relevant staff, including GPs, in Fareham & Gosport and East Hampshire and PCTs are trained in	ward to ensure that current guidelines are implemented – <b>by December 2002</b>	Ian Reid/Hazel Bagshaw	✓	Protocol for routine monitoring	
		<ul style="list-style-type: none"> <li>▪ Establish a system for routine monitoring and auditing of narcotic analgesic prescribing on wards, including a baseline audit of all controlled drug prescribing on wards at Gosport War Memorial Hospital - <b>by March 2003</b></li> </ul>	Ian Reid/Hazel Bagshaw	✓	Monthly data analysis (report format/1 <sup>st</sup> report)	
		<ul style="list-style-type: none"> <li>▪ Carry out monthly analysis of this data and investigate sudden changes – by April 2003</li> </ul>	Ian Reid/Hazel Bagshaw	X	Outline dissemination process e.g., circulation of above, staff meetings (notes/remedial action)	
		<ul style="list-style-type: none"> <li>▪ Ensure dissemination of prescribing data to medical staff to support rigorous routine review - by <b>May 2003</b></li> </ul>	Ian Reid/Hazel Bagshaw	XX	Notes of Training and Development Group/Action Plan	
		<ul style="list-style-type: none"> <li>• Establish short life group (as a sub-group of the Medicines Management Group) to review and make recommendations for action regarding training and development -group established by November 2002 and plan developed - <b>by March 2003</b></li> </ul>	Ian Reid/Hazel Bagshaw	XX		
		<ul style="list-style-type: none"> <li>• Ensure the integration of</li> </ul>	Ian Reid/Hazel	✓	Copy of PCT Training Programme	

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Rec 7	prescription, administration, review and recording of medicines for older people.  To ensure that lessons from patient complaints and comments are disseminated amongst all staff caring for older people in Fareham & Gosport and East Hampshire PCTs	<p>prescribing training requirements into PCT training delivery programmes – <b>by April 2003</b></p> <ul style="list-style-type: none"> <li>Carry out an audit of the quality and legibility of prescribing notes to facilitate discussions between medical staff/GPs - <b>audit by April 2003</b></li> <li>Action and learning points from complaints to be included in PCT Quality Newsletter SEQUAL in East Hants PCT - from Oct 2002</li> <li>All complaints and lessons learned to be fed through Service Clinical Governance Groups in East Hants PCT - in place</li> <li>Review Complaints Policy in Fareham &amp; Gosport PCT - by Dec 2002, and provide training to support implementation of new policy - by March 2003</li> <li>Representatives from Service Clinical Governance Groups to continue to share lessons at team meetings - ongoing</li> </ul>	<p>Bagshaw/Fiona Cameron</p> <p>Fiona Cameron</p> <p>Sue DK</p> <p>Sue DK</p> <p>Fiona Cameron</p> <p>Sue DK/Fiona Cameron</p>	<p>✓</p> <p>✓✓</p> <p>✓✓</p> <p>✓✓</p> <p>✓✓</p>	<p>(inclusive of prescribing training)</p> <p>Audit Report/Recommendations for action</p> <p>Sample Newsletter (to identify approach to inclusion of complaints)</p> <p>Demonstration of process through notes of service Clinical Governance</p> <p>Copy of revised Fareham and Gosport Complaints Policy and Training Policy</p> <p>Notes of Pan PCT Clinical Governance leads meetings</p>	

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		<ul style="list-style-type: none"> <li>Action plans generated from each complaint in Fareham &amp; Gosport PCT to be monitored through Quarterly Service Review process until action completed by Service Managers – <b>by October 2002</b></li> </ul>	Fiona Cameron	✓		Sample Action Plan
Rec: 8	To ensure that nursing and other relevant staff at Gosport War Memorial Hospital are appropriately trained to undertake swallowing assessments to enable patient care needs to be met across the 24-hour period.	<ul style="list-style-type: none"> <li>Engage Speech and Language Therapy in providing additional training programmes - to commence early October 2002</li> <li>Initiate an audit to assess the impact of training and to identify unmet need - by March 2003.</li> <li>Implement agreed action plan arising from audit findings - by October 2003</li> </ul>	Fiona Cameron	✓✓		Copy of Training Plan/uptake
				✓✓		Audit Report
			Fiona Cameron	✓✓		Copy of Action Plan and appropriate evidence of implementation
Rec: 9	To review and clarify the role of the Activities Co-ordinator at Gosport	<ul style="list-style-type: none"> <li>Widen the membership of the Activities Co-ordinator Working Group to include patient / relative, medical and pharmaceutical staff representation - by</li> </ul>	Fiona Cameron	✓✓		Terms of Reference/Membership of Group

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Rec: 10	To ensure clinical practice relating to continence management, nutrition and hydration are in line with the standards set out in 'Essence of Care' at Gosport War Memorial Hospital	<ul style="list-style-type: none"> <li>December 2002</li> <li>▪ Review the need for the Activities Co-ordinator role to be used in specific ward areas and recommend a way forward - by April 2003</li> </ul>	Fiona Cameron	✓✓	Revised Co-ordinator brief	
		<ul style="list-style-type: none"> <li>▪ Re-launch 'Essence of Care' a standard with nursing and other profession leads - by November 2002.</li> </ul>	Fiona Cameron	✓✓	Dates/Programme of relaunch/ participant list	
		<ul style="list-style-type: none"> <li>▪ Undertake an audit and analysis of compliance against national standards and identify a plan of action to implement standards - by March 2003.</li> </ul>	Fiona Cameron	✓✓	Audit Report/Action Plan	
		<ul style="list-style-type: none"> <li>▪ Identify a lead/link nurse for each care standard area - by <b>March 2003</b></li> </ul>	Fiona Cameron	✓	List of link nurses	
Rec: 11	To ensure that communications with staff working in community hospitals are	<ul style="list-style-type: none"> <li>▪ Feedback CHI action plan and progress reports through regular meetings with staff – ongoing</li> </ul>	Fiona Cameron / Sue DK	✓✓	Copies of: Newsletter, Staff meeting notes, briefings	
		<ul style="list-style-type: none"> <li>• Implement PCT Communications Plan in East Hants PCT – from September 2002</li> </ul>	Sue DK	✓✓	Copy of Implementation plan and monitoring arrangements	
		<ul style="list-style-type: none"> <li>▪ Finalise internal</li> </ul>	Sue DK/Fiona	✓✓	Copy of communication strategy/plan	

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Rec: 12	continued in both Fareham & Gosport and East Hampshire PCTs  To determine the best way to improve communication with older patients and their relatives /carers	communications improvements in each PCT – by December 2002.	Cameron			
		<ul style="list-style-type: none"> <li>Produce draft outline Patient and Public Involvement Strategy, incorporating staff communications in Fareham &amp; Gosport PCT by January 2003</li> </ul>	Noreen Kickham / Kathryn Rowles	✓✓	Copy of PPI Strategy/Board Report, including annual action plan	
		<ul style="list-style-type: none"> <li>Review Nurses Directory in Fareham &amp; Gosport PCT – by March 2003.</li> </ul>	Fiona Cameron	✓✓	Copy of revised Nurse Directory	
		<ul style="list-style-type: none"> <li>Fareham and Gosport PCT to develop a process for consulting with key local organisations/user groups in relation to older people through Patient Advice and Liaison Service - <b>by March 2003</b></li> </ul>	Noreen Kickham / Kathryn Rowles	✓	Protocols for use by Gosport War Memorial for referral to PALS. Notes of meetings, signposting informative	
	<ul style="list-style-type: none"> <li>Ensure information about services at Gosport War Memorial Hospital is available at Queen Alexandra Hospital, St Mary's Hospital and RH Haslar for patients and families prior to transfer. Information leaflets to be prepared - by end March 2003.</li> </ul>	Fiona Cameron	✓✓	Copy of revised information leaflet		
	<ul style="list-style-type: none"> <li>Follow-up of actions arising from the</li> </ul>	Fiona Cameron	✓	Copy of CHC communication audit and action plan		

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Rec: 13	To review 'Out of Hours' medical cover to Daedalus, Dryad and Sultan wards at Gosport War Memorial Hospital	<p>communication audit undertaken by the Community Health Council – <b>by March 2003.</b></p> <ul style="list-style-type: none"> <li>▪ Review the "Living with Bereavement" booklet – <b>by March 2003</b></li> <li>▪ Review and renew the 'Out of Hours' contractual agreement for medical cover on consultant led Dryad and Daedalus wards – by December 2002</li> <li>▪ Review the admissions criteria for GP led Sultan ward - by September 2002</li> <li>▪ Develop/implement alternative models of 'Out of Hours' Service Delivery - <b>by January 2002</b></li> </ul>	<p>Fiona Cameron</p> <p>Fiona Cameron</p> <p>Fiona Cameron</p> <p>Fiona Cameron</p>	<p>✓</p> <p>✓✓</p> <p>✓✓</p> <p>✓</p>	<p>Copy of revised booklet and disseminative plan</p> <p>Copy of Out of Hours medical cover contract for Dryad and Daedalus</p> <p>Copy of revised admissions criteria for GP led Sultan Ward</p> <p>As above</p>	
Rec: 14	To ensure appropriate patients are admitted to Gosport War Memorial Hospital and receive appropriate levels of support.	<ul style="list-style-type: none"> <li>• Review the admissions policy for Sultan - by September 2002 and for Dryad and Daedalus wards – <b>by December 2002</b></li> <li>• Undertake audit of patients admitted to Daedalus, Dryad and Sultan Wards to determine the appropriateness of</li> </ul>	<p>Fiona Cameron / Ian Reid</p> <p>Fiona Cameron / Ian Reid</p>	<p>✓</p> <p>X</p>	<p>As above</p> <p>Audit Report/action plan</p>	

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Rec: 15	To establish arrangements in Fareham & Gosport PCT to ensure strong, long-term nursing leadership on all wards at Gosport War Memorial Hospital	admission against new admissions policy Sultan Ward 2002, Daedalus & Dryad – <b>by June 2003</b>				
		<ul style="list-style-type: none"> <li>Establish a 6 month secondment Practice Development post facilitate leadership developments in Gosport War Memorial Hospital – <b>by September 2002</b></li> </ul>	Fiona Cameron	✓✓	Practice Development post job description/work programme	
		<ul style="list-style-type: none"> <li>Establish nursing reference groups that will identify and implement clinical support processes in conjunction with Practice Development postholder - <b>by December 2002</b></li> </ul>	Fiona Cameron	✓✓	Terms of Reference of nursing reference groups	
		<ul style="list-style-type: none"> <li>Develop PCT Nursing Strategy - <b>by September 2003</b></li> </ul>	Fiona Cameron	✓	Copy of PCT Nursing Strategy	
		<ul style="list-style-type: none"> <li>Establish an implementation group to support delivery of PCT nursing strategy – <b>by December 2002.</b></li> </ul>	Fiona Cameron	✓✓	Terms of Reference of implementation group	
Rec: 16	Develop local policy guidance in	<ul style="list-style-type: none"> <li>Evaluate the Gerontological Nursing Programme - <b>by November 2002</b></li> </ul>	Fiona Cameron	✓✓	Copy of evaluation of G.N. programme	
		<ul style="list-style-type: none"> <li>Develop guidance for using GPs as Clinical Assistants to inform</li> </ul>	Jane Parvin/Ian Reid	✓	Copy of Guidance	

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Rec: 17	relation to GPs who work as Clinical Assistants in Community Hospitals in Fareham and Gosport PCT.  To ensure arrangements are in place for continued learning and monitoring of action arising from complaints across Fareham & Gosport and East Hants PCTs	<p>personnel policy and employment practice - <b>by March 2003</b></p> <ul style="list-style-type: none"> <li>Utilise Service Review process and bi-annual hosted services review arrangements to oversee monitoring of trends and action taken in relation to complaints</li> <li>Complaints trends and actions shared through Clinical Governance Committees and Quarterly Quality report – in place in East Hants PCT</li> <li>Set up PCT Complaints Panel in East Hants PCT –by Oct 2002</li> <li>Review Complaints Policy and develop complaints action plan in Fareham &amp; Gosport PCT - <b>by March 2003</b></li> <li>Develop mechanism for sharing lessons learnt from complaints across both organisations, which</li> </ul>	<p>Ian Piper / Tony Horne</p> <p>Fiona Cameron / Sue DK</p> <p>Sue DK</p> <p>Fiona Cameron</p> <p>Sue DK / Fiona Cameron</p>	<p>✓✓</p> <p>✓✓</p> <p>✓✓</p> <p>✓</p> <p>✓✓</p>	<p>Timetable of Service Reviews/ minutes/action plans</p> <p>Copy of quarterly Quality Report</p> <p>Terms of Reference of Panel</p> <p>Copy of revised policy</p> <p>Outline mechanisms in place - ? Notes/action plan</p>	

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Rec: 18	To ensure all staff on Dryad, Daedalus and Sultan attend customer care and complaints training, which are developed with patients, relatives and staff	<ul style="list-style-type: none"> <li>are timely and effective – by March 2003</li> <li>Develop comprehensive complaints and customer care training programme for staff that links to the PALS and induction training programmes – <b>by March 2003</b></li> <li>Ensure that all medical staff can demonstrate that they continue to improve their communication skills through their Continuous Professional Development programme – medical staff aware of this requirement <b>by April 2003</b></li> </ul>	Sue DK / Fiona Cameron	✓	Copy of training programme	
			Ian Reid	X	Template for CPD for medical staff/ confirmation of appraisal process/ CPD Programme on customer care	
Rec: 19	To ensure clinical governance developments are fully maintained and supported within Fareham & Gosport and East Hants PCTs	<ul style="list-style-type: none"> <li>Implement Quality Strategy and annual action plans in East Hants PCT – ongoing</li> <li>Produce a Clinical Governance Framework/Action Plan for Fareham and Gosport PCT – by January 2003</li> <li>Produce a Quality Development Plan for Fareham and Gosport PCT – <b>by September 2003</b></li> <li>Ensure clear PCT</li> </ul>	Sue DK	✓✓	Copy of strategy/ annual action plan	
			Fiona Cameron	✓✓	Copy of Clinical Governance Framework/Action plan	
			Fiona Cameron	X	Copy of Quality Development Plan	
			Ian Piper / Tony	✓✓		

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Rec: 20	To ensure all staff are aware of the requirement to complete risk and incident reports	structures and accountabilities for Clinical Governance - in place	Horne			Copy of Clinical Governance structure/ accountability framework
		<ul style="list-style-type: none"> <li>Audit current reporting mechanisms to test robustness – <b>by March 2003</b></li> </ul>	Sue DK / Fiona Cameron	✓		Copy of Audit/Action Plan
		<ul style="list-style-type: none"> <li>All staff, including medical staff, are trained in the completion of risk management forms and basic risk management &amp; awareness – ongoing</li> </ul>	Ian Reid/ Fiona Cameron / Sue DK	✓		Training Programme/process re: risk management forms/awareness
		<ul style="list-style-type: none"> <li>Risk management training for junior doctors and new medical staff on induction - <b>from January 2003</b></li> </ul>	Ian Reid/ Fiona Cameron / Sue DK	✓✓		Junior Doctors/ new medical staff induction programme
Rec: 21	To ensure systems are in place to identify and monitor trends revealed by risk reports and action is taken	<ul style="list-style-type: none"> <li>Re-launch risk incident forms in Fareham &amp; Gosport PCT - <b>by March 2003</b></li> </ul>	Fiona Cameron	✓		Copy of revised risk incident forms
		<ul style="list-style-type: none"> <li>Further develop the current quarterly quality reporting mechanism in East Hants PCT to make explicit action taken and lessons learned – from October 2002</li> </ul>	Fiona Cameron / Sue DK	✓✓		Defer to Rec. 17 above
		<ul style="list-style-type: none"> <li>Agree process for cross organisational reporting and sharing lessons/ learning lessons – by March 2003</li> </ul>	Fiona Cameron / Sue DK	✓✓		Documentation of the outline of process agreed

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Rec: 22	To ensure 'Whistle Blowing' policies across Fareham & Gosport and East Hants PCTs enable staff to raise concerns outside normal management channels	<ul style="list-style-type: none"> <li>Review quarterly quality reporting mechanism in Fareham &amp; Gosport PCT - <b>by March 2003</b></li> </ul>	Fiona Cameron	✓	Report on review and action taken and system in place for implementation	
		<ul style="list-style-type: none"> <li>Develop an audit trail to identify any gaps in the current system – <b>by June 2003</b></li> </ul>	Sue DK / Fiona Cameron	X	Copy of audit process and programme	
		<ul style="list-style-type: none"> <li>Implement recommendations as a result of audit - <b>by September 2003</b></li> </ul>	Sue DK / Fiona Cameron	X	Copy of action plan	
		<ul style="list-style-type: none"> <li>Work with Joint representative committee to review policy</li> </ul>	Jane Parvin	✓	Copy of revised policy	
		<ul style="list-style-type: none"> <li>Redefine "whistleblowing" to gain greater acceptance amongst staff.</li> </ul>	Jane Parvin	✓	As above	
		<ul style="list-style-type: none"> <li>Revise and approve - <b>by June 2003</b></li> </ul>	Jane Parvin	✓	As above	
		<ul style="list-style-type: none"> <li>Establish a programme for investigation officer training</li> </ul>	Jane Parvin	✓	Programme of investigative officer training/update	

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