

WIRRAL HEALTH AND CARE COMMISSIONING: QUALITY IMPACT ASSESSMENT v2

PLEASE READ GUIDANCE TAB BEFORE COMPLETING THIS QUALITY IMPACT ASSESSMENT.

A CAREFULLY CONSIDERED ASSESSMENT SHOULD SAFEGUARD CHALLENGE LATER ON IN THE PROCESS

Introduction Overview

Title of Project: Reconfiguration of Spinal Surgery Services in Cheshire and Merseyside

Lead: Sue Borrington

Brief description of project/ change:

There are currently 4 providers of spinal surgery in Cheshire & Merseyside. CCGs commission 70% of spinal surgery from acute/secondary care providers, NHSE commissions complex spinal surgery services. In 2018, Getting it Right First Time made recommendations to improve quality, safety & efficiency of spinal surgery services in the C&M region.

Key drivers for change:

- Unexplained variation, highlighted by Getting it Right First Time and the Cheshire and Mersey Neuro Vanguard;
- Responding to the recommendations set out by Getting it Right First Time;
- Occasional practice and low volume activity at some sites;
- Disparity and inconsistency in clinical decisions and management of patients across the region;
- High volume of procedures of limited clinical value at some local acute trusts, highlighted in the Walton Neuro Vanguard back pain data dashboard;
- Financially efficient and sustainable services.

Proposal for consideration:

This QIA supports a proposal for a single service model delivered via a Hub (Walton Centre) and spokes (Royal Liverpool & Halton). The rationale is to enable implementation of a single referral pathway for emergency spinal surgery, with access to 24/7 MRI & co-location of services with the Major Trauma Centre. The Walton site provides a concentration of specialist neurosurgeons & orthopaedic surgeons. This option causes the least disruption to current patient pathways, especially Wirral patients who are treated on the whole at Walton already.

This proposal seeks support from Wirral CCG for the proposed single service model with the potential to move to a Lead commissioner at a later date, subject to further development and agreement

Stage of the Project: Planning Stage

STAGE 1

Answer all questions with either positive, negative or neutral responses. If positive, please provide a rationale for each option. If any questions identify a potential negative impact, move onto the next box (Negative Impacts)

Area of Quality	Impact Question	Positive, Neutral or Negative	Rationale for each option if positive or neutral (if negative, see table below)
Duty of Quality	Could the proposal impact positively or negatively on any of the following - compliance with the Health and Social Care Act, partnerships, system wide working including stakeholders, safeguarding children or adults and the duty to promote equality?	Positive	<p>This proposes to enhance a service pathway, bringing together resources and expertise in to one service. A full activity review has been undertaken to consider the impact of the new model and it is expected that the new model will streamline pathways and improve patient safety</p> <p>This is a proposal on a C&M footprint - all wider stakeholders are being engaged as part of the C&M proposal. This QIA will consider impact on Wirral CCG patients only</p> <p>An EIA has also been completed to consider any potential impacts around equality</p>

Patient Experience	Could the proposal impact positively or negatively on any of the following - positive survey results from patients, patient choice, personalised & compassionate care?	Positive and negative	<p>The impact on Wirral patients is negligible. Currently the majority of Wirral patients are treated at the Walton Centre, as this will become the hub with all specialist resources located there, patients can expect a higher quality service</p> <p>The overall C&M project will manage all communications; Wirral CCG will issue these comms at a local level. Patients will not be affected at an individual level so no specific comms are required.</p> <p>No potential negative feedback is anticipated, however this will be monitored through the Family and Friends questionnaires at provider level.</p>
Patient Safety	Could the proposal impact positively or negatively on any of the following – safety, workforce, cross boundary care, systems in place to safeguard patients to prevent harm, including infections and compare to current safety systems for incident reporting and clinical governance?	Positive	<p>The pathway will not change for Wirral patients - for planned, GPs will refer to the MSK service who will assess the patient and manage the onward referral unless local services are available that meets the patient's needs. For urgent care, the pathway is enhanced with one point of access, enhanced access to 24/7 MRI facilities and a concentration of specialists operating from one hub and co-location with a Major Trauma Centre</p>
Clinical Effectiveness	Could the proposal impact positively or negatively on evidence based practice, clinical leadership, 'get it right first time', clinical engagement and/or high quality standards?	Positive	<p>The project is being led by NHSE, engages all relevant providers and commissioners. It is in response to a GIRFT review in 2018. The Vision is for the service to be recognised intentionally as a leading spinal provider and to excel in patient experience, research, innovation and teaching</p> <p>The project has engaged all relevant providers and clinicians. Options for the future service were subject to Clinical review in order to inform the proposed option.</p> <p>The proposal will support staff development in this specialist area</p>
Prevention	Could the proposal impact positively or negatively on promotion of self-care, public health campaigns, people receiving the right care in the settings and health inequality?	Positive	<p>The proposal responds to all recommendations identified as part of the 2018 GIRFT review</p>

Productivity and Innovation	Could the proposal impact positively or negatively on - the best setting to deliver best clinical and cost effective care; eliminating any resource inefficiencies and waste, improve care pathways and impact on green initiatives?	Positive	Four options were subjected to clinical review and the proposed option agreed by the C&M Executive Steering Group. The Case for Change has been approved by the C&M Collaborative Commissioning Forum. The proposal considers the strategic delivery of future service to ensure safety and quality. Detailed operational level procedures will be developed as part of the implementation phase.
Vacancy Impact	Could the proposal impact positively or negatively as a result of staffing posts/skill mix, stability of any other service, impact on staff morale, staff turnover and staff sickness?	Neutral	There is no negative impact identified at this stage. Resources and capacity have been considered in detail within the proposal.
Resource Impact	Could this proposal impact positively or negatively with regard to estates, workforce including staff development, community equipment service, IT resource or other agencies or providers e.g. Social care/voluntary sector/District nursing	Positive and negative	By establishing the one service, tighter controls and a concentration of clinical expertise will be available at the hub site Integrates LUH and WHH spinal provision with WCFT to create a lead provider model with minimal impact on patients; creates a partnership between LUH, WHH and WCFT to improve patient care.

Potential Negative Impacts

Answer all the areas of quality identified below as being negative along with the rationale and risk reducing strategies that will mitigate the risks

Area of Quality	Potential Negative impacts	Impact	Likelihood	Score	Rationale and risk reducing strategy
Duty of Quality				0	
Patient Experience	As the four providers amalgamate into one central hub, consideration will need to be given on how this is coordinated, managed and monitored to limit disruption to Wirral patients that could impact on the quality of the service they receive and patient experience	3	2	6	The rationale for this preferred option is that this service delivery model would enable the implementation of a single referral pathway for emergency spinal surgery, with access to 24/7 MRI and co-location of services with the Major Trauma Centre. The Aintree/Walton site provides a concentration of specialist neurosurgeons and orthopaedic surgeons to undertake this work An analysis of the existing activity, demonstrates that a shift to a single site will have limited impact on Wirral CCG patients, as the majority are already treated at the Walton Centre. However, this QIA will be re-visited throughout the cycle of the project to check if there are any changes that could pose any new potential impacts
Patient Safety				0	
Clinical Effectiveness				0	
Prevention				0	
Productivity and Innovation				0	
Vacancy Impact				0	
Resource Impact	For the time being, the individual CCG commissioning arrangements will remain in place. There is a longer term proposal to move to a single/lead commissioner model for C&M once the single service model is in place. Consideration will need to be given around these arrangements and any potential impacts for Wirral CCG and Wirral patients. Consideration also needs to be given for any potential impacts that may come from other CCG's that could impact on Wirral further into the development stage of the project	0	0	0	Currently there is no impact, however it is important to acknowledge these proposed changes may occur further into the development stage of the project and this QIA will need to re-visited to consider any new potential risks/impacts and communication between other CCG's / Providers directly involved in the proposal needs to be robust

Involved members of staff:

Sue Borrington
Sharon Waring

Reviewed by: Sharon Waring

Date of review:

Proposed frequency of review: Six monthly/ Quarterly/ Monthly/ Other please specify:

(minimum monitoring is six monthly (scores 6 or below), every 4 months (scores 8-9), quarterly (scores 10-12))