

## JOINT STRATEGIC COMMISSIONING BOARD

### Urgent Care Transformation

Risk Please indicate	High <b>N</b>	<i>Medium Y</i>	Low <b>N</b>
<b>Detail of Risk Description</b>	<p>If Governing Body do not agree to the recommendation to transform the urgent care pathway, the risk will be the continuation of an inconsistent offer in the community. The risk of not implementing an Urgent Treatment Centre (UTC) would mean not meeting the national mandate set out by NHS England to implement a UTC to address key elements of urgent and emergency care which would have a number of negative implications:</p> <ul style="list-style-type: none"> <li>Not meeting the Accident &amp; Emergency (A&amp;E) 4 hour standard (95% of patients should be admitted, transferred or discharged within 4 hours of arrival to A&amp;E)</li> <li>Overcrowded A&amp;E departments which many people attending inappropriately when they could be treated in a more appropriate setting</li> <li>Ambulance turnaround delays increasing delays for patients in the community awaiting an ambulance</li> <li>Variation in the local offer supporting the delivery of urgent care</li> <li>The current service provision does not provide a consistent offer of urgent care</li> </ul>		

<b>Engagement taken place</b>	<b>Y</b>
<b>Public involvement taken place</b>	<b>Y</b>
<b>Equality Analysis/Impact Assessment completed</b>	<b>Y</b>
<b>Quality Impact Assessment</b>	<b>Y</b>
<b>Strategic Themes</b>	
To empower the people of Wirral to improve their physical, mental health and general wellbeing	<b>Y</b>
To reduce health inequalities across Wirral	<b>Y</b>
To adopt a health and wellbeing approach in the way services are both commissioned and provided	<b>Y</b>
To commission and contract for services that: <ul style="list-style-type: none"> <li>Demonstrate improved person-centred outcomes</li> <li>Are high quality and seamless for the patient</li> <li>Are safe and sustainable</li> <li>Are evidenced based</li> <li>Demonstrate value for money</li> </ul>	<b>Y</b>
To be known as one of the leading organisations in the Country	<b>Y</b>
Provide systems leadership in shaping the Wirral Health and Social Care system so as to be fit for purpose both now and in five years' time.	<b>Y</b>

## JOINT STRATEGIC COMMISSIONING BOARD

(Committee in Common)

<b>Meeting Date:</b>	<b>9<sup>th</sup> July 2019</b>
<b>Report Title:</b>	<b>Urgent Care Transformation Review</b>
<b>Lead Officer:</b>	<b>Nesta Hawker, Director of Commissioning and Transformation</b>

### INTRODUCTION / REPORT SUMMARY

The transformation of urgent care in Wirral has been a priority for commissioners for some time and following preparatory work a formal transformation programme was commenced in 2016. This programme sought to ensure that any review of the Wirral Urgent Care system met the needs of patients now and in the future, provided excellence in clinical quality and was able to meet the NHS constitutional standards through sustainable services.

The context for the review was the numerous urgent care services, including Walk in Centres and Minor Injury/Illness Units which had different opening hours and services. Whilst these venues are locally valued and recognised by communities, they did not provide consistency in service provision and as a result many patients defaulted to using the Accident and Emergency (A&E) Department at the Arrowe Park Hospital Site.

### RECOMMENDATIONS

As a result of the public consultation, the recommendations are for NHS Wirral Clinical Commissioning Group (CCG) Governing Body to approve all of the following:

#### **A) Implementation of a 24-hour Urgent Treatment Centre (UTC) at the Arrowe Park Hospital Site**

#### **B) All-age walk in access in each community hub:**

- Wallasey – Victoria Central Hospital (8am-8pm) reduction of 2 hours from current provision
- Birkenhead – Birkenhead Medical Centre (8am-8pm) increase of 2 hours from current provision
- South Wirral – Eastham Clinic (12pm-8pm) no change from current provision
- West Wirral – UTC at Arrowe Park Hospital Site (24-hours) increase of 10 hours from current provision

#### **C) Changes to Gladstone (formerly Parkfield) and Moreton Minor Injury Units**

- Gladstone (formerly Parkfield) Minor Injury & Illness Unit, New Ferry
- Moreton Minor Injury & Illness Unit, Moreton Health Clinic, Moreton

Changes to the Minor Injury & Illness Units are in accordance with proposals outlined in the report, notably section 3.3.

#### D) Dressings

- It is proposed to develop a specific planned/bookable dressing service within the West Wirral/Moreton area to ensure continuity of service for residents.

The recommendations above have all been costed within the current financial envelope of £4.2m and can deliver the anticipated urgent care activity.

Summary of costs	£	Appointments
Urgent Treatment Centre	2,176,986	73,664
Community offer	1,608,001	85,201
Redesign costs	412,891	
<b>Total</b>	<b>4,197,878</b>	<b>158,865</b>

## SUPPORTING INFORMATION

### 1.0 REASON/S FOR RECOMMENDATIONS

- 1.1 The transformation of urgent care in Wirral has been a priority for commissioners for some time and following preparatory work a formal transformation programme was commenced in 2016. This programme sought to ensure that any review of the Wirral Urgent Care system met the needs of patients now and in the future, provided excellence in clinical quality and was able to meet the NHS constitutional standards through sustainable services. This review does not include the high number of urgent, on the day appointments that are provided in normal opening times of GP practices and pharmacies in Wirral.
- 1.2 The context for the review was the numerous urgent care services with different names, including Walk in Centres (WIC) and Minor Injury/Illness Units (MIU) which had different opening hours and services. Whilst these venues are locally valued and recognised by communities, they did not provide consistency in service provision and as a result many patients defaulted to using the Accident and Emergency Department at Arrowe Park Hospital.
- 1.3 NHS England, having commenced a national programme to transform urgent care services published requirements for the introduction of new mandated Urgent Treatment Centres across England in 2017. This is in addition to wider improvements to urgent care services including NHS 111 and the further expansion and provision of additional appointments with GP practices outside of normal opening hours.
- 1.4 During the consultation period there was strong opposition with regard to the proposed changes to the current walk-in facilities. Therefore, these recommendations are responsive to the feedback received and reflect a willingness by commissioners to listen and reflect the views of the public.

### 2.0 BACKGROUND INFORMATION

- 2.1 A 'Case for Change' document was developed by commissioners in 2018 and this was published at the commencement of a pre consultation 'Listening Exercise' in February 2018. The Listening Exercise was an opportunity to talk to service users, stakeholders and staff about current services and this quantified the early scoping work undertaken by commissioners.
- 2.2 Options modelling commenced and preparatory work for a formal consultation commenced in April 2018, this included proceeding through the NHS England Service Change Assurance Process.

- 2.3 The mandated requirement for an Urgent Treatment Centre (UTC) was considered by the NHS Wirral Governing Body in February 2018 and having reviewed the evidence and rationale decided to approve the intent to locate the UTC at Arrowe Park site adjacent to Accident and Emergency (A&E). This decision was central to the development of the final options for consultation.
- 2.4 The final options for consultation proposed either a 24-hour or 15- hour UTC supported by the provision of urgent access to GP/nurse appointments within local areas along with a dressings (wound care) service and a retained walk in facility for children. The proposals included the ending of adult walk in facilities across five locations in Wirral with the exception of the facility located at the Arrowe Park site which will be developed into the UTC.
- 2.5 Throughout the entire formal consultation process, commissioners have ensured that due process has been adhered to in line with both our internal commissioning requirements and the statutory public duties relating to consultation and engagement.
- 2.6 Consultation commenced on 12th September 2018 and concluded on 20th December 2018. This included an extensive range of engagement activity across Wirral with both the public and stakeholders. Statutory scrutiny requirements were met by attendance at a joint scrutiny committee of Wirral Council and Cheshire West and Chester Council in November 2018.
- 2.7 The consultation attracted a significant amount of campaigning activity, centred specifically in the Wallasey, Birkenhead North and Eastham areas.
- 2.8 The Clinical Senate for Greater Manchester, Lancashire and South Cumbria visited Wirral during the consultation period to provide an independent clinical view of the proposals. During the visit members of the senate visited urgent care locations and spoke with staff about services and their views on the current urgent care system as well as the proposed new model of care. The resulting recommendations have been considered as part of the post consultation analysis.
- 2.9 An independent analysis of the consultation was commenced in early 2019 and this identified a significant amount of opposition to the proposals, especially in relation to the proposed closure of WIC/MIU venues, however, respondents most favoured the option of having a 24-hour UTC rather than 15-hours.
- 2.10 A number of alternative proposals were also submitted during the consultation period which have received due consideration and assessment.
- 2.11 After consideration of all the available evidence, a final recommendation is made which has considered public and stakeholder opinion but also minimises the risk of over provision across the local urgent care system.

### 3.0 OVERALL RECOMMENDATIONS

#### 3.1 Implementation of a 24-hour UTC

#### 3.2 All-age walk in access in each community hub:

- Wallasey – Victoria Central Hospital (8am-8pm) reduction of 2 hours from current provision
- Birkenhead – Birkenhead Medical Centre (8am-8pm) increase of 2 hours from current provision
- South Wirral – Eastham Clinic (12pm-8pm) no change from current provision
- West Wirral – UTC at the Arrowe Park site (24-hours) increase of 10 hours from current provision

#### 3.3 Gladstone Minor Injury and Illness Unit (formerly Parkfield Minor Injury and Illness Unit) & Moreton Minor Injury and Illness Unit.

3.3.1 In accordance with the proposals set out in this report, we recommend that the current minor injuries and illness units at Moreton and Gladstone Medical Centre (formerly Parkfield Minor Injuries & Illness) are replaced with access to urgent GP/Nurse appointments in local GP practices as part of the GP extended access scheme. This will be further supported by an enhanced NHS 111 service and a planned/bookable dressing service in the Moreton area. The rationale for this recommendation is as follows:

3.3.2 On review of the current number of people attending Gladstone, this activity can now be provided by additional GP appointments through the GP Extended Access Scheme. There are approximately 75 attendances per week currently in the Gladstone Minor Injury and Illness Unit. The number of appointments provided through this scheme will be 82 per week which will be still be delivered from the immediate locality.

3.3.3 On review of the current number of people attending Moreton Minor Injury and Illness Unit this activity can now be provided by additional GP appointments through the GP Extended Access Scheme. There are approximately 90 attendances per week currently in the Moreton Minor Injury and Illness Unit. The number of urgent appointments provided through this scheme will be 64 per week which will be delivered from the immediate locality. We acknowledge the high proportion of dressings activity (46%) delivered from Moreton Minor Injury Unit and are working with the Primary Care Networks to develop a specific planned/bookable dressing service within the West Wirral/Moreton area to ensure continuity of service for residents.

3.3.4 Residents will also be able to access retained walk in facilities at the following locations:

- Eastham Clinic
- Victoria Central Hospital
- Miriam Medical Centre

3.3.5 In reaching the decision for the above recommendations, a full quality and equality impact assessment have been completed which provide full details of our considerations and mitigations.

#### 4.0 EQUALITY IMPLICATIONS

Equality and Quality Impact Assessments were undertaken as part of the original proposals and can be found on the Wirral Urgent Care website: <http://www.wirralurgentcare.co.uk/>.

Following the consultation further Equality and Quality Impact Assessments were undertaken and can also be found on the website.

#### 5.0 APPENDIX

Supporting information can be found in Appendix 1 - Wirral Urgent Care Transformation Business Case.

Additional information can also be found in this document referencing further supporting evidence relating to options considered, financial information, engagement and the consultation process which can all be reviewed via the NHS Wirral CCG website: <https://www.wirralccg.nhs.uk/get-involved/public-consultations/urgent-care-consultation-update/>

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#### APPENDICES

Appendix 1            Wirral Urgent Care Transformation Business Case

#### BACKGROUND PAPERS

Supporting information can be found online at the NHS Wirral CCG website: <https://www.wirralccg.nhs.uk/get-involved/public-consultations/urgent-care-consultation-update/>

