

Committee Name: Adult Care and Health Overview & Scrutiny Committee

Meeting Date: Tuesday 21st January 2020

REPORT TITLE:	Urgent Care Transformation Update
REPORT OF:	Lead Director: Nesta Hawker, Wirral Health and Care Commissioning

REPORT SUMMARY

The NHS Long Term Plan outlines the aim to ensure patients get the care they need fast and to relieve pressure on Accident and Emergency Departments (A&E). It is recognised nationally that there is unnecessary pressure on A&E and other parts of the urgent and emergency care system. Wirral is not immune to these issues. Analysis of data shows that half of the patients that attend A&E could have been treated in a more appropriate setting to deliver the same outcome, e.g. community health venues, pharmacies etc. This additional pressure means that those patients, who are very poorly and in need of emergency interventions, may not be seen as timely as they could be. We also know that we are not meeting the required performance (4 hour) standard locally within A&E which impacts negatively on a range of concerns, most notably delivery of a high quality safe service that provides a dignified patient experience.

The introduction of an Urgent Treatment Centre (UTC) on the Arrowe Park Hospital site will mean that we can support A&E by ensuring patients are seen in the right place, at the right time, by the right person. We can also ensure that only the most appropriate patients are seen in an emergency environment, freeing up clinicians to attend to those most in need.

This report outlines the current position of the urgent care transformation work with regards to the Interim Urgent Treatment Centre on the Arrowe Park Hospital Site as well as the community urgent care offer.

1. Interim Urgent Treatment Centre

- 1.1. Implementation of an Interim Urgent Treatment Centre (IUTC) on the Arrowe Park Hospital site, operational from the 19th December, 2019

2. Hospital Re-development Programme

- 2.1. Capital funding secured to assist in the re-development of the Arrowe Park Hospital site, including the urgent care footprint with the development of the Emergency Department and the IUTC, creating a single front door to access urgent and emergency care.
- 2.2. This programme is scheduled to commence in spring 2020 with a 3 year programme of works which will see the UTC opening in 2023 (subject to programme change).

3. Primary Care Hub Model

3.1. The introduction of Primary Care Hubs across Wirral will enable all age walk in access as well planned GP and Nurse Appointments. The hubs will be located in the following locations:

- Birkenhead Medical Centre
- Victoria Central Hospital
- Eastham Clinic

The existing Walk in Centres will no longer operate in their current format; instead patients will have access to all age walk in provision as well as GP and Nurse appointments within the primary care hubs.

This model of care includes changes to the future provision of the current Minor Illness and Injury Units (MIUs): Gladstone (formerly Parkfield) and Moreton. The decision is to stop the provision of the Gladstone MIU and to change the provision at Moreton MIU. In reaching this decision we have taken into account the activity through each of the services and to mitigate the high level of demand for dressings/wound care through the Moreton MIU a specific dressings service will be established for this area. We are currently working with providers to develop this model and this will be replicated across the primary care hubs. Full details of the impact of this model of care are outlined in the Quality and Equality Impact Assessments (Appendix 1 & 2).

This matter affects all Wards within the Borough.

This report is for information purposes only and therefore no key decision is required.

RECOMMENDATION/S

- 1.0** To note the current status of the transformation program contained within this report to inform the scrutiny function of this committee. **BACKGROUND INFORMATION**
- 1.1 NHS Wirral CCG Governing Body undertook a consultation and engagement exercise to determine how to improve urgent care services across Wirral, including the introduction of an Urgent Treatment Centre (UTC) and improved community urgent care provision. The results of this exercise (together with a national mandate to move away from the existing model of care) demonstrated that there is a lot of inconsistency across the Wirral health system and many opportunities for improvement.
- 1.2 The NHS England national mandate requires the implementation of standardised urgent treatment centres, setting out a core set of standards to establish as much commonality as possible. Although this is a national mandate, we needed to understand the local context in order to ensure that the opportunity to improve urgent care was focused on addressing the needs particular to Wirral. ***The aim of these national developments is to improve urgent care services for patients and to ensure that Accident and Emergency Departments have the capacity to treat people with the most serious or life threatening clinical needs.***
- 1.3 The strategic model for the UTC will be 24 Hours per day, 7 days a week, matching the hospital's A&E hours. The urgent treatment centre will be GP led and will include access to diagnostics (e.g. x-rays, bloods etc.) and will be integrated with A&E to

enable consultant advice where required. The centre will comply with the 27 standards set out by NHS England within 'Urgent Treatment Centre's Principles and Standards' July 2017: <https://www.england.nhs.uk/wp-content/uploads/2017/07/urgent-treatment-centres%E2%80%93principles-standards.pdf>. In the interim period (December 2019 – April 2023) the IUTC will be open from 8am – 10pm 7 days a week with the GP Out Of Hours service providing services over the remaining 10 hours. However, we will be working with the provider to continually build capacity leading up to the new urgent treatment centre opening in April 2023

- 1.4 Following public engagement in 2018, the new model of care was approved by the CCG Governing Body in July 2019.
- 1.5 Following this approval, detailed clinical modelling and preparatory work has been undertaken with stakeholders
- 1.6 This entire process has been subject to scrutiny and approval via the NHS England Service Change Assurance Process as well as a review by the Greater Manchester, Lancashire and South Cumbria Clinical Senate.
- 1.7 Throughout this 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.

2.0 FINANCIAL IMPLICATIONS

- 2.1 The 2018/19 contractual values for each commissioned area within the scope of the review was identified as £4.2m.
- 2.2 The UTC costs were based on the model determined to deliver the capacity required i.e. those patients currently attending the Arrowe Park Walk-in Centre, the small number of Moreton patients that could not be managed by GP extended hours plus the patients attending A&E with minor illnesses and ailments. An additional 6% has been built into the capacity of the UTC appointments to manage increasing population numbers. The Community offer has been calculated similarly by determining current and expected demand and using the actual provider costs.

3.0 LEGAL IMPLICATIONS

- 3.1 The consultation has been undertaken in accordance with NHS Wirral CCG's statutory duties for public and patient engagement.

4.0 RESOURCE IMPLICATIONS; STAFFING, ICT AND ASSETS

- 4.1 Capital, estate and workforce requirements resulting from the decision to implement the this model of care are being fully considered and worked through with system stakeholders as we develop the detailed clinical model. Any impacts for workforce changes will be minimised.

5.0 RELEVANT RISKS

- 5.1 A full project and implementation plan has been developed in collaboration with providers. A communication and engagement strategy will be managed by lead organisations to mitigate any risks associated with changes to service provision. A

phased approach to service change will be adopted which affords the opportunity to pilot specific initiatives and monitor progress/success prior to continuation of phasing.

6.0 ENGAGEMENT/CONSULTATION

6.1 A 12 week consultation and engagement process was completed from September to December 2018 and the outcome of this process has been previously shared.

6.2 Following this formal consultation process we have attended a number of Overview & Scrutiny Committees and provided regular updates.

6.3 We have also engaged with the Patient and Public Advisory Group at intermittent stages throughout this process.

6.4 Healthwatch Wirral has been involved throughout this process.

7.0 QUALITY & EQUALITY IMPLICATIONS

7.1 Quality and equality impact assessments have been completed and updated throughout this process. (See Appendix 1 & 2).

8.0 ENVIRONMENT AND CLIMATE IMPLICATIONS

8.1 The content and/or recommendations contained within this report are expected to:
Reduce emissions of CO₂

9.0 INTERIM URGENT TREATMENT CENTRE

9.1 As a result of the NHS England national mandate for the implementation of standardised urgent treatment centres to treat category 3 and 4 patients, the current Walk in Centre on the Arrowse Park Hospital site is being re-designated as an Interim Urgent Treatment Centre (IUTC) from the 19th December 2019 until the main hospital re-development programme is complete (2023) which will see a fully integrated urgent treatment centre established as part of the development of the urgent care footprint creating a single front door to access urgent and emergency care.

9.2 The staffing of the IUTC will be managed by Wirral Community Health and Care NHS Foundation Trust (as per the current Walk in Centre).

9.3 The aim of the IUTC is to provide high quality urgent care services, including assessment and treatment of patients presenting with minor and moderate illness and minor injuries. The IUTC will work collaboratively across the wider health and social care community to ensure that an integrated approach will maximise its resources safely, effectively and efficiently. The IUTC will support the delivery of services and will contribute to reducing demand on secondary care services.

9.4 An appropriately trained and competent multidisciplinary clinical workforce will be deployed within the IUTC. The hours of operation will remain consistent with the current Walk in Centre (14 hours per day, 8am -10pm) and the clinical leadership will be provided by a GP

Service Provision

- Unscheduled care for patients presenting with minor illness and injuries
 - Initial and urgent assessment, treatment and referral for all patients attending the site
 - Diagnostic tests as available and appropriate with follow-up or referral as required
 - Work collaboratively and closely with other organisations to ensure quick, effective treatment in the most appropriate setting
 - The scope of practice in urgent treatment centres must include minor illness and injury in adults and children of any age, including wound closure, removal of superficial foreign bodies and the management of minor head and eye injuries (we are currently working collaboratively with stakeholders to develop these pathways)
 - Where appropriate, patients attending an urgent treatment centre should be provided with health and wellbeing advice and sign-posting.
- 9.5 Links to ED & Urgent Care Streaming – In line with the national requirements for urgent treatment centres there is now a common agreement amongst the key providers across Wirral that patients presenting to A&E within the Type 3 & 4 categories (i.e. not with a serious or life threatening clinical need that requires specialist treatment within an A&E setting) should all be streamed to the IUTC during its operational hours and only clinically appropriate patients to the GP Out of Hours (OoH) service when not operational. We have been working with the providers over the last couple of months to agree the clinical streaming criteria including children and this is now operational however further challenge is needed to maximise the opportunity to deflect patients away from A&E that do not need this service.

We are currently working with the key providers across Wirral to reach a common agreement for the streaming of minor injuries and it is anticipated that this agreement will be reached and clinical criteria developed by mid December 2019. The minor injuries service will form part of the overall offer at the IUTC.

10.0 HOSPITAL RE-DEVELOPMENT PROGRAMME

- 10.1 Following the allocation of £18m capital funding to Wirral University Teaching Hospitals NHS Foundation Trust, a hospital re-development programme has been established.
- 10.2 This includes re-development of the existing emergency department and ambulance bays to aid patient flow as well as a new UTC creating a single front door.
- 10.3 Wirral University Teaching Hospitals are leading on this piece of work with a business case being developed for NHSE/I approval anticipated in spring 2020.
- 10.4 Following approval, the physical build is anticipated to take approximately 3 years which will lead into spring 2023.
- 10.5 During this time, the IUTC will be fully operational, supporting A&E and enabling us to embed new clinical pathways, processes and ways of working prior to the new UTC.
- 10.6 We will further update the Overview & Scrutiny Committee post business case approval.

11.0 PRIMARY CARE HUBS

11.1 As part of the community urgent care model and to ensure access to urgent care services, patients will have access to GP extended access appointments in a number of practices in addition to the establishment of the Primary Care Hubs in Eastham, Birkenhead and Wallasey and the Urgent Treatment Centre at Arrowe Park Hospital. In addition to the above, we will also be establishing a specific dressing service for the Moreton area to manage the high levels of demand for dressings and wound care in the existing Minor Illness and Injury Unit in Moreton however dressing services will also be available in the Primary Care Hubs).

Activity data also demonstrates that many patients attending a Minor Illness and Injury Unit could have been seen by a local pharmacist who can provide advice, guidance and treatment for some conditions. As part of the community urgent care model we need to establish better utilisation of the community pharmacy role.

11.2 **Primary Care Hubs** - From the 1st of April 2020 we will be establishing 3 Primary Care Hubs across Wirral. These will be located as follows:

Birkenhead Medical Centre (8am-8pm)
Eastham Clinic (12pm-8pm)
Victoria Central Hospital (8am-8pm)

The hubs will replace the existing Walk in Centres, instead offering patients an improved offer for urgent care, retaining the all age access as walk-in patients as well as other facilities. The services on offer will consist of:

All age access to walk-in provision
Bookable GP and Nurse appointments
Dressings and Wound Care service

The opening hours of each hub reflect the levels of constituency demand for urgent care in those specific areas. For example, Birkenhead Medical Centre has increased its opening hours by 2 hours to manage the high levels of demand in the Birkenhead area however, the opening hours of Victoria Central Hospital based on local need has resulted in a 2 hour reduction.

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APPENDICES

Appendix 1: Equality Impact Assessment Stage 2
Appendix 2: Quality Impact Assessment Interim UTC
Appendix 3: Quality Impact Assessment Interim UTC & Primary Care Hubs





Copy of QIA- Interim
UTC_Nov19_v5.xlsx



Copy of QIA - UTC
and Primary Care Hub

BACKGROUND PAPERS

N/A

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Special Meeting, Adult Care and Health Overview and Scrutiny Committee	Monday, 12th November, 2018
Wirral and Cheshire West and Chester Joint Health Scrutiny Committee	Tuesday 11th December, 2018
Adult Care and Health Overview and Scrutiny Committee	Wednesday 26th June, 2019
Wirral and Cheshire West and Chester Joint Health Scrutiny Committee	Monday 1st July, 2019
Special Meeting Adult Care and Health Overview & Scrutiny Committee	Wednesday 24th July 2019.