

# SCRUTINY REPORT



**MEETING:** Health Overview and Scrutiny Committee

**DATE:** 23 January 2019

**SUBJECT:** Urgent Care Transformation Update

**REPORT FROM:** Kath Wynne-Jones, Interim Executive Lead LCA

**CONTACT OFFICER:** Helen Smith – Head of Assurance

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## 1.0 BACKGROUND

At the previous Health Overview and Scrutiny Committee on 7 November, members of the meeting were provided with an update on progress of the Locality Plan. Details of the Urgent Care Transformation Plans were shared.

The latest progress on Urgent Care Transformation was also presented and discussed at the Health and Wellbeing Board in November.

This report provides a recap on the key points presented at Health and Wellbeing Board and a progress update since that point.

## 2.0 ISSUES

The transformation of Urgent Care is a key programme within the Locality Plan for Bury.

The challenges in Bury echo that in most other health systems with rising demand for urgent care services marked by increasing numbers of 999 calls, A&E attendances and non-elective admissions. The urgent care system has multiple entry points and it can be confusing to patients with a tendency to default to A&E.

Bury Locality Care Alliance providers have been working with commissioners to develop a more integrated urgent care system for Bury. This is a long term programme but three projects were identified as priorities:

- 1) **A paramedic Green Car** – NWAS is the provider and the aim of the Green Car is to provide an expanded local see, treat and connect response to lower acuity 999 calls. The service operates 7 days a week 12 hours a day.
- 2) **An Integrated Virtual Clinical Hub [IVCH]** – to provide local telephone based clinical assessment and where required direct booked access to GP and OOH appointments. The provider is BARDOC and the service operates 7 days a week during the out of hours period.
- 3) **An Urgent Treatment Centre** at Fairfield General Hospital. The UTC operates as a minor injury and illness unit and is a partnership between Northern Care

Alliance, BARDOC and Bury GP Federation. It operates 7 days a week, 12 hours a day – 08.00 – 20.00.

Since the mobilisation of initial phases of each of these projects in 2018 the following results have already been achieved:

- 1) Green Car: This was successfully mobilised with 12 hours a day 7 days a week operation in September 2018. It has been exceeding expectations both in terms of numbers of incidents attended and proportion of patients supported to remain at home..
- 2) Integrated Virtual Clinical Hub: This was successfully mobilised in September 2018 with a higher than expected call volume over the first two months of operation. Over 90% of patients calling the IVCH have received self-care advice or a primary care appointment or visit.
- 3) Urgent Treatment Centre: The UTC opened on 5<sup>th</sup> November 2018 with mobilisation of the full operating model being phased over November and December. The numbers of patients seen in the UTC has increased steadily as the service has been embedded with up to 60 patients per day seen in the UTC.

Each of the projects are being continually evaluated and monitored to understand any lessons learnt and apply these lessons over future mobilisation phases. Lessons learnt so far include:

- Relationships are the key – The Green Car's success in enabling a high proportion of patients to be safely treated and cared for at home is down to the work put in by the paramedics in developing positive relationships with GP practices and community health and social care providers. In contrast some of the challenges in developing the UTC have resulted from the limited time and opportunities for engagement with and the development of relationships between the UTC and A&E clinical teams. It is worth noting that the Green Car was operational in Bury prior to its expansion and therefore enabled the existing relationships be built upon, whereas the UTC was a newly developed service that became operational in a short time period.
- Be pragmatic – Develop the ultimate vision but be clear about what can be realistically delivered within the timeframe.
- Develop early clarity about organisational roles and responsibilities – This is especially important in a complex project with multiple partners.
- Develop a core project team – having a consistent, committed membership is essential to delivery.

### **3.0 WHAT IS WORKING WELL?**

November and December have continued to demonstrate good results from the Urgent Care Transformation programmes:

#### **Green Car**

November and December achieved 176 and 173 calls respectively with 144 per month staying at home achieving 83% non-conveyance. This means the Green Car scheme is enabling significantly more people to be treated and looked after at home. This can be attributable to the dedicated paramedics developing relationships across the Health and Social Care system. Further changes to the original model are:-

- Pathways developed and agreed for direct referrals into Bealeys community hospital;
- Discussions are taking place with doctors in the Ambulatory Care Unit [ACU] at Fairfield Hospital to look at the option of a direct referral pathway so that

suitable patients do not have to be first assessed in A&E before being transferred to the ACU;

- Discussions with wound care within District Nursing to assess if training can be given to the paramedics to alleviate unnecessary referrals to this team.

A workshop has been arranged in February to explore these and other enhancements to the current model.

## **IVCH**

Calls are triaged and directed to various outcomes as follows:

- Self-Care
- Pharmacy
- Treatment centre appointment
- GP appointment
- GP home visit
- A&E attendance
- 999

The continuous high call volume is achieving significant benefits when compared to NHS 111. In November 2018 NHS 111 directed 9% of their calls from Bury patients to A&E whilst the IVCH referred 8.6% of callers to A&E. 17% of 111 calls resulted in an ambulance despatch compared to 0.0023% for IVCH, therefore significantly improving patients experience by not being unnecessarily directed to the Emergency Department.

## **UTC**

The Phase 1 pilot of the UTC opened on 5 November 2018. It is open 08.00 – 20.00 seven days a week and is staffed by a GP, Advanced Nurse Practitioner and Emergency Nurse Practitioner. All patients who attend the FGH A&E department are clinically assessed and those with a minor injury or illness are streamed to the UTC. Up to 60 patients a day have been seen and treated in the UTC. This has eased the pressures over Winter within the ED for this cohort of patients.

## **4.0 WHAT NEEDS TO WORK BETTER AND WHAT ACTION IS IN PLACE TO ADDRESS THIS?**

The monitoring and evaluation described above is providing continuous improvement and lessons learnt which are being applied to the projects through future phases.

## **2.0 CONCLUSION**

The next steps planned for the Urgent Care Transformation Programmes include:

Green Car

- A provider workshop [February 2019] designed to identify gaps in community pathways for paramedics and plan the development of these pathways to enable more people to be looked after at home.

Integrated Virtual Clinical Hub [IVCH]

- Evaluation of the booking pathway that enables direct booking of patients calling the Integrated Virtual Clinical Hub [IVCH] into Extended Working Hours GP appointments.

Urgent Treatment Centre:

- Implement and test a pathway enabling pre-bookable appointments to be offered in the UTC from other parts of the Urgent Care system;
- Link to the development of the GM Clinical Assessment Service [CAS]. This would enable patients triaged through the Integrated Virtual Clinical Hub [IVCH] to be booked into an appointment in the UTC where this is the most appropriate clinical response to their presenting condition;
- Providing investigations and diagnostics including X-Ray by utilising what is currently available through FGH, enabling more patients to be streamed to the UTC and ease ED pressures;
- Enabling access to the full GP patient record for Bury patients attending the UTC;
- Full evaluation of the UTC [April 2019]

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### **List of Background Papers:-**

### **Contact Details:-**

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