



Bury Urgent Care Review

Health Scrutiny
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Nicky Parker
Programme Manager

Healthy lives strong communities



Transformation journey over the last 3 years:

- Establishment of a Local Care Organisation (LCO)
- Development of Integrated Neighbourhood Teams
- Establishment of four Primary Care Networks in Bury, all providing extra appointments via extended hours
- Urgent Care Transformation:
 - Redesign of Primary Care Extended Working Hours
 - Development of GP Quality Scheme which increased access to GPs
 - Community Wound Care Services
 - Commissioning of NHS111
 - Launch of NHS111 Online
 - Enhancement of Ambulatory Care on acute sites
 - Scaling down of Walk-In Centre Service due to capacity and attendances levels
 - Expansion of the North West Ambulance Service (NWAS) Green Car Scheme
 - Development of Local Integrated Clinical Hub
 - Urgent Treatment Centre at Fairfield General Hospital

Bury Urgent Care Review

We've made a good start to transform the urgent care system in Bury but we have not yet managed to integrate service delivery into a single, seamless, easy to navigate system able to cope with the rising demands on urgent care. The Urgent Care Review will:

- Improve performance of 4 hour waits to reach the Provider Sustainability Fund agreed trajectory of 92% at Fairfield General Hospital (FGH) by March 2020
- Reduce Non-Elective Admissions at FGH
- Deliver £2.6m savings from current spend from Urgent Care Services “in scope” by April 2020
- Redesign to simplify access points to improve patient experience
- Work towards achievement of the GM Urgent and Emergency Care (UEC) Improvement and Transformation Plan

Bury Urgent Care Review

The National Picture – The NHS Long Term Plan (January 2019)

Milestones for urgent and emergency care

- In 2019 England will be covered by a 24/7 Integrated Urgent Care Service, accessible via NHS 111 or online.
- All hospitals with a major A&E department will:
 - Provide Same Day Emergency Care (SDEC) services at least 12 hours a day, 7 days a week by the end of 2019/20
 - Provide an acute frailty service for at least 70 hours a week. They will work towards achieving clinical frailty assessment within 30 minutes of arrival;
 - Aim to record 100% of patient activity in A&E, Urgent Treatment Centre (UTC) and SDEC by March 2020
 - Test and begin implementing the new emergency and urgent care standards arising from the Clinical Standards Review, by October 2019
 - Further reduce Delayed transfers of care (DTOC), in partnership with local authorities.
- By 2023, CAS will typically act as the single point of access for patients, carers and health professionals for integrated urgent care and discharge from hospital care.

Bury Urgent Care Review

A review of previous transformation work on Urgent Care in Bury was completed in October, looking at the following:

- Issues arising out of previous reviews of UC services
- Public consultations in 2016 and 2018
- Feedback from HealthWatch
- GP Patient Survey July 2019
- MP Survey 2019
- Utilisation Management Team (Health Innovation Manchester) Patient Review in Aug 2019
- Urgent Treatment Centre Review
- Wound Care and Lymphoedema Service Review
- Green Car Review
- Telephone triage services reviews
- GM Capacity and Demand Review 2019

Bury Urgent Care Review

What are the consistent messages?

- The urgent care system in Bury has evolved piecemeal into the fragmented collection of services we have today.
- The evolution of the system is as a result of national must do's, national reported incidents in other areas, patient feedback, local need, available physical and financial resource.
- The system today is too complicated for Bury people, providers and stakeholders to navigate.
- This complicated system means some Bury people choose the wrong option.
- There are too many access points across Bury.
- People like to have a walk in option
- There is a perception that GP appointments are not available.
- There are multiple points over the week where similar services are operational at the same time.
- There is an inequity of access to services often depending where services are located.
- People when confused defer to ED
- Not all services are able to access a full patient record.
- Open access services in Bury are often heavily used by patients from other areas.

Bury Urgent Care Review

A cost analysis of Urgent Care was undertaken in November:

- The CCG is forecast to spend £61m on Urgent Care in 2019/20.
- This is broken down:
 - £10.7m A&E
 - £44.9m Emergency Admissions
 - £3.0m GP Out of Hours and GP extended hours
 - £2.1m Urgent Treatment Centre (UTC) & Walk in Centres (WiCs)
 - £0.4m Miscellaneous
- Of this £61m, £31m is within the Bury Locality. £25.5m at Fairfield General Hospital, £3m for GP Out of Hours and Extended Access and £2.5m on UTC, WiCs and Transformation.
- The remaining £30m is split £21m at other Pennine Acute sites and £9m at other Greater Manchester hospitals.

Bury Urgent Care Review

- The costs of Urgent Care have been increasing across a number of years but this increase has been particularly acute in the past 18 months. Part of this is driven by increasing demand (please see slides 17 – 19) and part is also due to national pricing increases for hospital activity.
- In 2017/18 the cost of hospital related Urgent Care activity for Bury residents was £44m, in 2018/19 this rose to £47.2m and in 2019/20 this is forecast to rise to £55.6m. The impact of this at Fairfield General Hospital for Bury residents has been £21m in 2017/18, £21.7m in 2018/19 and a forecast of £25.5m in 2019/20.

Bury Urgent Care Review

Meeting Demand

- Increasing demand for services, particularly in Urgent Care is an issue not just in Bury but across the country. This issue has been particularly stark in the past 18 months with activity growth in A&E attendances and Urgent Care Admissions being more than over this time frame.
- This increasing demand is placing further strain on already stretched services and is having a significant financial impact
- A&E attendances at Fairfield account for 63% of the total for Bury residents at Greater Manchester hospitals and for emergency admissions this is 43%. The values of Bury residents at all Pennine Acute sites are 89% and 80% respectively.

Bury Urgent Care Review

Bury Urgent Care Review, what's in scope

- ED at Fairfield General Hospital
- Urgent Care Treatment Centre
- Walk in Centres at Moorgate and Prestwich
- GP Out of Hours Service (BARDOC)
- GP Extended Access
- GP Extended Working Hours
- Green Car Service
- Same day Emergency Care
- GM UEC Improvement and Transformation Delivery Plan including the roll out of GM CAS

Bury Urgent Care Programme - draft

Project 1 Hospital UC

Develop a new UTC, biz case and estates work

Develop new First Response service model for hospital front door

Develop new services to stream to from new front door

OD programme

Implement GM Frailty model

Develop new diagnostic triage and streaming model for Reception

Project 2 Improving access to Community UC

Extend GM CAS as Bury Triage Service. Tel and f2f

Develop new Health Care Professionals role for walk in and tel triage

Online appointments

Online consultations

Review of extended working hours and benchmark across GM

Wounds (dependency to wics)

Project 3 Community engagement

Stakeholder mapping

Public consultation

Public information campaign including DOS Nicola Appleby

Project 4 Enablers

Create an UC live dashboard.

Forensic analysis of costs and contracting arrangements across UC system

Work with Vision to implement integration capability or consider change to EMIS Progress Graphnet
Develop Adastra as part of GM Programme to manage face to face triage and streaming

Fill Bury wic space. Estates tbc