

Meeting: Strategic Commissioning Board			
Meeting Date	06 January 2020	Action	Consider
Item No	08a	Confidential / Freedom of Information Status	No
Title	Urgent Care Update		
Presented By	Nicky Parker, Programme Manager, Urgent Care		
Author	Nicky Parker, Programme Manager, Urgent Care		
Clinical Lead	Dr Jeff Schryer, CCG Chair		
Council Lead	Geoff Little, Chief Executive Bury Council / Accountable Officer CCG		

Executive Summary
<p>The CCG Governing Body requested a review of the Urgent Care system.</p> <p>This presentation sets out progress with the Urgent Care Review including scope, services being reviewed, emerging themes, high level principles and model emerging from the review and approach to public engagement.</p>
Recommendations
<p>It is recommended that the Strategic Commissioning Board:</p> <ul style="list-style-type: none"> • Agree that any high-level risks that have been identified as part of the Urgent Care Review are considered as part of the CCG/Council's Risk Register; • Note that a public engagement exercise starts in January with a more formal public consultation to follow in March; and • Note that further work is required on developing the model proposed.

Links to Strategic Objectives/Corporate Plan	Yes
Does this report seek to address any of the risks included on the Governing Body / Council Assurance Framework? If yes, state which risk below:	Yes

Implications						
Are there any quality, safeguarding or patient experience implications?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input type="checkbox"/>
Has any engagement (clinical, stakeholder or public/patient) been undertaken in	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input type="checkbox"/>

relation to this report?						
Have any departments/organisations who will be affected been consulted ?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input type="checkbox"/>
Are there any conflicts of interest arising from the proposal or decision being requested?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>	N/A	<input type="checkbox"/>
Are there any financial implications?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input type="checkbox"/>
Are there any legal implications?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input type="checkbox"/>
Are there any health and safety issues?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>	N/A	<input type="checkbox"/>
How do proposals align with Health & Wellbeing Strategy?						
How do proposals align with Locality Plan?	A local health and social care system that provides high quality services which are financially sustainable and clinically safe.					
How do proposals align with the Commissioning Strategy?						
Are there any Public, Patient and Service User Implications?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input type="checkbox"/>
How do the proposals help to reduce health inequalities?	yes					
Is there any scrutiny interest?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input type="checkbox"/>
What are the Information Governance/ Access to Information implications?	Yes. Sharing of data across the Urgent Care system will be critical to the success of the Review. IG arrangements are being put in place for the UMT Review of the Urgent Treatment Centre and Steaming from ED.					
Has an Equality, Privacy or Quality Impact Assessment been completed?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>	N/A	<input type="checkbox"/>
Is an Equality, Privacy or Quality Impact Assessment required?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input type="checkbox"/>
Are there any associated risks including Conflicts of Interest?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input type="checkbox"/>
Are the risks on the CCG /Council/ Strategic Commissioning Board's Risk Register?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>	N/A	<input type="checkbox"/>
Additional details	A draft Risk Register is available to be considered at a Health and Care Recovery Board					

	in January. Any high risks will be considered as part of the CCG/Council/SCB Risk Register
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Governance and Reporting		
Meeting	Date	Outcome

Strategic Commissioning Board Bury Urgent Care Review January 2020

For discussion:

- Emerging high level principles and high level model
- A public engagement exercise in late January and a formal public consultation in March with options
- Timescales

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

What are the consistent messages from the previous reviews of Urgent Care?

- The Urgent Care system in Bury has evolved piecemeal into the fragmented collection of services we have today.
- The system today is too complicated for Bury people, providers and stakeholders to navigate.
- This complicated system means that some Bury people either get bounced around the system or just default to attending the Emergency Department at FGH
- 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, either same day or future non urgent appointments
- There are multiple times across the week when similar services are operational at the same time.
- There is an inequity of access to services, depending on where services are located.
- People defer to ED as they don't know what else is available.
- Not all services are able to access a full patient record.
- Open access services in Bury are often heavily used by patients from other places.

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 Review

Work completed across the system

- A review of all previous Urgent Care activity.
- The development of a governance and decision making model.
- Development of an Urgent Care Programme timeline.
- An interrogation of financial costs.
- Work to understand recent demand and capacity in Urgent Care
- Stakeholder engagement across the system.
- A consolidation of key messages arising from previous reviews.
- Best practice visits to hospitals in Bradford and Rochdale.
- Development of a public information campaign in December

Bury Urgent Care Review

Work completed

- Engagement with the GM Urgent Care, Primary Care and Health Innovation Manchester Teams.
- Development of a case for change using two real life examples
- The development of a programme of work and identification of workstream leads.
- An audit of availability of GP Practice appointments.
- Go live of the GM CAS (Clinical Assessment Service) with some encouraging early outcomes following the 90 day pilot.
- Development of a joint Risk Register with the Intermediate Tier Review.

• A briefing note for Primary Care on alternatives to admission.

Bury Urgent Care Review

Work underway

- Benchmarking activity and costs across Greater Manchester.
- Scoping out of the potential new model for Urgent Care at a high level, pending public engagement in January and formal consultation in March
- Scoping out the deliverables for the 4 key pieces of work – The UC model at Fairfield General Hospital,(FGH) the UC model in neighbourhoods, the enabling workstreams and an engagement and consultation workstream.
- A newly commissioned review by the Utilisation Management Team of the Urgent Treatment Centre and ED Streaming Pathways at FGH.
- The development of an Urgent Care performance dashboard
- Developing some winter pressure activity at FGH following the award of additional funding.

Proposed Public engagement

- Engagement late January 2020 via Healthwatch
- Test out high level emerging principles to inform more detailed modelling in Feb/March
 - Making it easier to book a same day appointment at your GP practice
 - Upgrading and enhancing some of our facilities so that they are open longer and have access to diagnostic tests you might need such as X rays and blood tests.
 - Making the service offer streamlined, simplified and standardised with consistent opening hours, a Bury wide triage system and a number of options to refer you to once you have been assessed either in the Community or at FGH
 - Making it easier to speak to a local clinician in Bury if you have rung 111
 - Making sure you get the right advice and are booked into somewhere to be seen to reduce the time you would have to wait if you had just walked in somewhere
- Formal public consultation in March with options

Emerging model

Calls

999

Level 3 and 4 calls from the GM stack

111

GP OOH

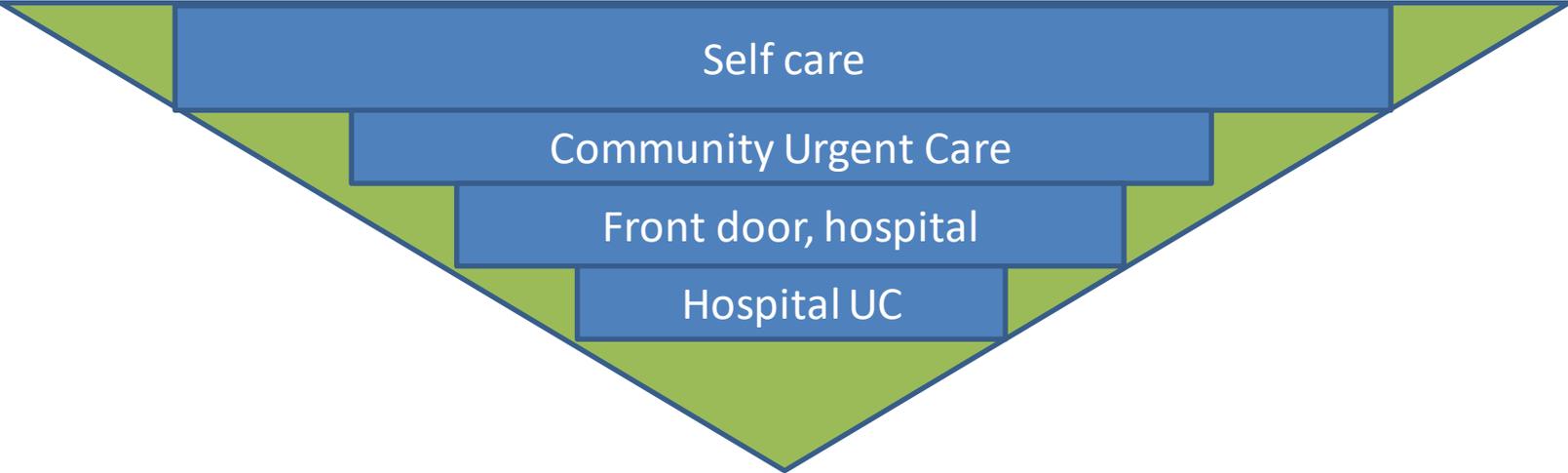
Explore 8 am
GP practice
triage – online
and phone

Triage using
Adastra
across
tel and
f2f

Bury Triage (CAS)
Multidisciplinary Team 24/7
Same model for telephony and face to face WiC /UTC



Streaming



Key milestones

Task / action	RAG	Target Completion Date
Project Team Established		08-Oct-19
Programme Plan Developed (inc Governance)		25-Oct-19
NP to meet with all key stakeholders		31-Oct-19
Map "as is"		31-Oct-19
SCB to sign off Programme Plan		04-Nov-19
H&WB Board briefed on scope, plan and findings so far		07-Nov-19
Complete Best Practice visits		30-Nov-19
Work with stakeholders to define "to be"		30-Nov-19
Update to Clinical Cabinet on latest vision & high level model to go to SCB		04-Dec-19
Develop Report to SCB		20-Dec-19
Decision made re continuation of Programme Manager secondment		20-Dec-19
Public engagement plan completed		06-Jan-20
SCB update		06-Jan-20
Public engagement		Late Jan
Latest position to Health Scrutiny Committee		05-Feb-20
Update to Clinical Cabinet on emerging model post SCB and engagement to date		05-Feb-20
Update to Health & Well-Being Board		06-Feb-20
Public consultation plan to be approved by SCB		02-Mar-20
Public Consultation plan approved by Health Scrutiny Committee		03-Mar-20
Public Consultation with options		March

Next steps

- Public engagement exercise
- Complete pieces of work that are currently underway
- Mobilise the project teams
- Develop the emerging high level model post-engagement to a more detailed model with options for formal public consultation in March
- Financial modelling
- Workforce development
- Develop IMT Strategy for online appointments, online consultation, digital triage, development of the electronic patient record, development of Graphnet.