

A decorative graphic on the left side of the slide, featuring several overlapping circles in shades of light blue and light green. The circles are of varying sizes and are partially cut off by the edge of the frame.

Improving NHS urgent care services in Dartford, Gravesham and Swanley

**Kent County Council
Health Overview and Scrutiny Committee
Briefing
23rd July 2019**

Dr Nigel Sewell
Urgent Care Clinical Lead
DGS CCG

Stuart Jeffrey
Deputy Managing Director and
Executive Lead for Urgent Care
Strategy for Medway, North and West
Kent CCGs

Gerrie Adler
Director of Strategic Transformation
DGS CCG

Introduction

This briefing provides a summary of the urgent care review undertaken since 2015 and **the CCG's plans for a 12 week formal public consultation from 29th July – 21st October 2019 regarding the site options for the future Urgent Treatment Centre.**

The Committee is asked to support the proposed approach outlined in the public consultation document and the consultation communication and engagement plan.

The CCG proposes to return to update the Committee after the public consultation has ended and a decision regarding the site of the future Urgent Treatment Centre has been reached.



What is urgent care?



By urgent care, we mean **care to treat illnesses or injuries that are not life-threatening but that require an urgent clinical assessment or treatment on the same day.**



What is urgent care?

Some conditions that may require urgent treatment if they get worse and you cannot be seen by your local GP or pharmacist are:

- minor illnesses
- bites and stings
- ear and throat infections
- minor skin infections / rashes
- minor eye conditions / infections
- stomach pains
- sickness and diarrhoea
- emergency contraception

Some conditions that should be taken directly to an Urgent Treatment Centre are:

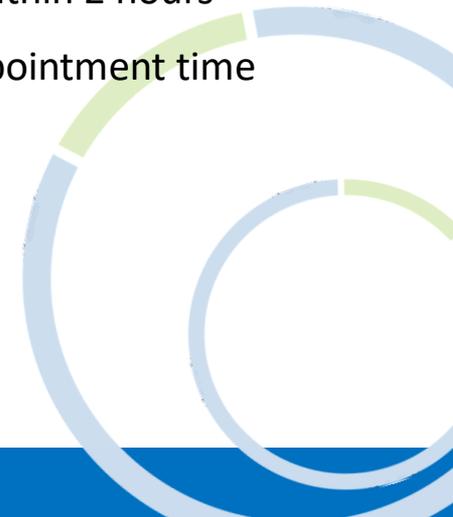
- suspected broken bones
- cuts and grazes
- minor scalds and burns
- strains and sprains
- injuries from DIY
- minor head injuries
- worsening fevers



What is an Urgent Treatment Centre (UTC)?

An UTC operates in line with 27 national standards to ensure consistency of UTC service some of which are highlighted below:

- **Open 12 hours a day (minimum) / 365 days per year**
- Assessment, diagnosis and **treatment of minor illness and injury in patients of all ages** (including prescribing and onward referral if clinically appropriate)
- **GP-led multidisciplinary service**
- **Pre-booked same day and “walk-in” appointments**
 - Walk-in patients clinically assessed within 15 minutes - appointment within 2 hours
 - Pre-booked appointments (via NHS111) seen within 30 minutes of appointment time
- Includes access to:
 - **local mental health, community, and social care services**
 - **a patient’s electronic health record**
 - British sign language, interpretation and translation services



Current urgent care services in Dartford, Gravesham and Swanley

We know from engaging with the public and key stakeholders that the current urgent care services are fragmented and confusing; each unit has different opening hours and can treat different illnesses and conditions.



Walk-in Centre at Fleet Health Campus in Northfleet: The service is led by GPs offering consultations, minor treatments and advice on self-care.



GP out-of-hours: This service provides appointments outside of GP opening hours. It is accessed by calling NHS 111 and offers consultations at base sites or home visits.



The Minor Injuries Unit at Gravesham Community Hospital in Gravesend: The service is led by nurses who offer treatment for less serious injuries.



GPs at A&E department: Patients arriving at Darent Valley Hospital's A&E department are assessed and then treated or referred to the GP-led service on the hospital site.

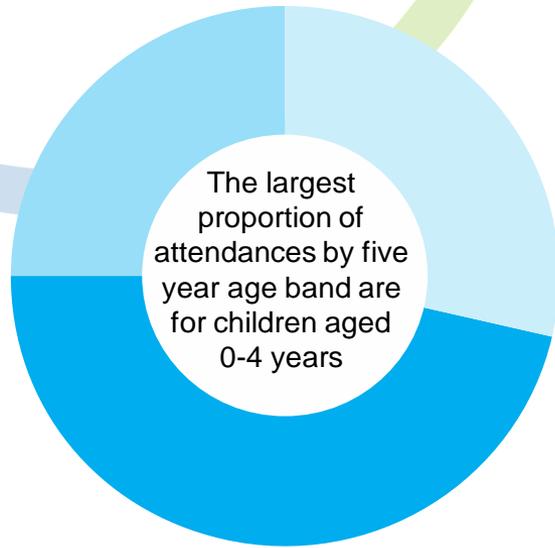


GPs: GPs provide many urgent care services to patients every day, and that you can't always get an urgent appointment on the same day.



NHS 111: is the free number to call when you need non-emergency advice. The service is available 24 hours a day, 7 days a week.

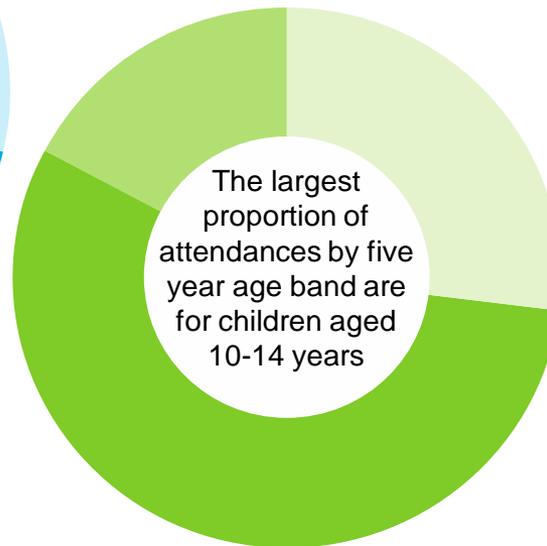
Who is using current urgent care services?



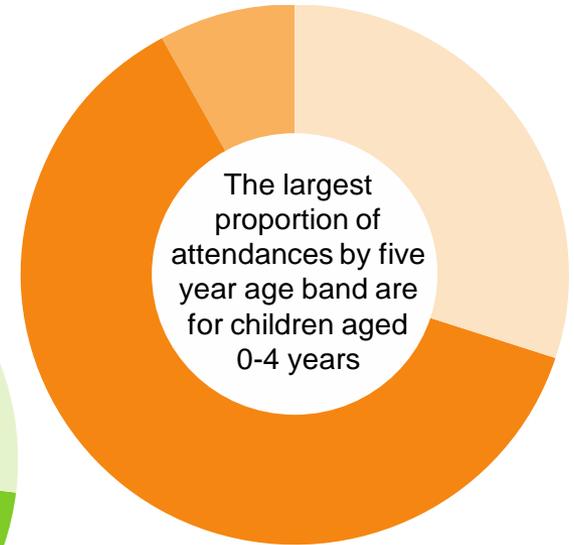
The age bands for patient attendances at DVH in 2018/19 is as follows:

- ◆ 47% between 20-64 years
- ◆ 29% under 20 years of age
- ◆ 25% of the 65+ age group

The age bands for patient attendances at the MIU in 2018/19 is as follows:



- ◆ 56% between 20-64 years
- ◆ 27% under 20 years of age
- ◆ 17% of the 65+ age group



The age bands for patient attendances at the WIC in 2018/19 is as follows:

- ◆ 62% between 20-64 years
- ◆ 30% under 20 years of age
- ◆ 8% of the 65+ age group

How we have engaged local people and stakeholders



We started looking at urgent and emergency care services in Dartford, Gravesham and Swanley to make sure they could provide better services to patients in the future.

We held an event where we spoke to GPs and other staff working at GP surgeries. We also talked to people from voluntary sector organisations, NHS staff in hospitals, clinics and providing care in people's homes.

We held three events where we spoke to residents and listened to their views about our proposals for urgent care services. This feedback helped develop the proposals further.

We presented our ideas to Kent Health Overview and Scrutiny Committee (HOSC), the committee run by Kent County Council which oversees major health developments in the borough.

We joined with the seven other clinical commissioning groups in Kent and Medway to engage people across Kent about improving NHS 111, face to face and telephone urgent care services.

How we have engaged local people and stakeholders

December 2018

In March 2019, around 4,000 people took part in our engagement activities. We visited supermarkets and town centres, health centres and hospitals (including in the Walk in Centre, Minor Injuries Unit and A&E department). We also spoke to community groups, including the north Kent volunteers of Healthwatch, a mental health group, and people at the Gurdwara temple in Gravesend.

March 2019

We briefed our local MPs. In response to feedback from MPs, local people and local healthcare professionals, we broadened our options for the location of the new Urgent Treatment Centre.

April 2019

We worked with clinical staff and members of Patient Participation Groups to review the criteria for the Urgent Treatment Centre and to shortlist the range of options for the centre.

April 2019

We also engaged the chairs of the Health Overview and Scrutiny Committees in the surrounding boroughs as patients from these areas sometimes use our urgent care services at Darent Valley Hospital.

May 2019

A cross section of senior clinicians, Healthwatch and patient representatives, members of the CCG Executive team, an Equality and Diversity representative and senior staff shortlisted the site options using the agreed criterion.

The urgent care review has been assured in the following ways:

- **NHS England** the Pre Consultation Business Case has been thoroughly scrutinised and approved by the NHSE Re-configuration panel
- **HOSC** The Kent Health Oversight and Scrutiny Committee (HOSC) has been updated about the urgent care review on an on-going basis
- **Healthwatch** representatives have been core members of the Integrated Urgent Care Project Board and played an important part in the options appraisal process
- **Patient/Public Involvement** Patient representatives have been core members of the DGS Patient Liaison Committee

The urgent care review has been assured in the following ways:

- **CCG Governing Body Independent Lay Members** The PCBC has been through the CCG's internal governance process.
- **Protected Learning Time Meeting (GP educational/informational monthly meeting)** All proposals have been developed, reviewed and supported by the Clinical Cabinet.
- **Peer Clinical Appraisal** The CCG's proposals were reviewed by a practicing Medway GP, the Urgent Care Clinical Lead for Medway CCG and a Clinical Member of the Medway Governing Body.

Why change is necessary?

- **Demand keeps growing:** It is estimated that the population of Dartford, Gravesham and Swanley will increase by 22 per cent by 2035 due to the number of new homes being built in the area. We must make sure that services can cope with this growth
- **Making sure people get the right service:** 50 per cent of the people attending A&E at Darent Valley Hospital do not have a serious or life-threatening illness or injury
- **Best Practice:** The NHS Long Term Plan requires all areas in England to offer patients standardised and timely NHS services. NHS England has developed new standards for Urgent Treatment Centres so that you know where to go when you need help quickly

Why change is necessary?

- **Best use of resources:** Our proposal for a new Urgent Treatment Centre is intended to relieve the pressures on the A&E department to enable staff to focus on the most poorly and seriously injured people.
- **Doctors, nurses and other health professionals** are in high demand. We need to organise our NHS services in a way that makes the best use of our staff's specialist skills

Option One

Proposed options for public consultation

To create an Urgent treatment centre at **Gravesham Community Hospital** by moving services from the current Walk in Centre at Fleet Healthcare Campus in Northfleet to join the Minor Injuries Unit at Gravesham Community Hospital

- The **Fleet Health Campus will expand the GP/primary care services offered** at the site as part of the extension of primary care services at patient's registered practices and improved primary care access at 'hub' sites. The Fleet Health Campus may also play a key role in the **out-of-hospital provision of outpatient services** from a range of specialties, and the work of the **Primary Care Networks and GP Federations**, which is still under development, may include the provision of health and wellbeing services.
- The **Minor Injuries Unit** at Gravesham Community Hospital would be absorbed within the UTC.
- Patients used to accessing the Walk-in Centre service at Fleet Health Campus will be able to **access walk-in urgent care services at Gravesham Community Hospital**
- The Primary care streaming service at Darent Valley Hospital A&E would continue to operate separately from the UTC

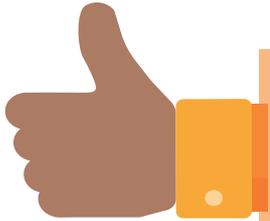
Option Two

Proposed options for public consultation

To create an Urgent Treatment Centre at **Darent Valley Hospital** by moving services from the current Minor Injuries Unit at Gravesham Community Hospital and the Walk in Centre at Fleet Healthcare Campus in Northfleet to Darent Valley Hospital site

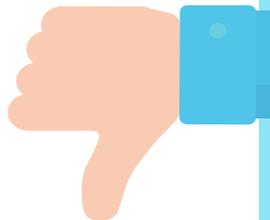
- The **Fleet Health Campus will expand the GP/primary care services** offered at the site as part of the extension of primary care services at patient's registered practices and improved primary care access at 'hub' sites. The Fleet Health Campus may also play a key role in the **out-of-hospital provision of outpatient services** from a range of specialties, and the work of the **Primary Care Networks and GP Federations**, which is still under development, may include the provision of health and wellbeing services.
- The **Primary care streaming service** that currently runs at the A&E Department would be absorbed within the co-located UTC.
- Patients used to accessing the Walk-in Centre service at Fleet Health Campus and the Minor Injuries Unit service at Gravesham Community Hospital, will be able to **access walk-in urgent care services at Darent Valley Hospital** (approximately 4.9 miles and 6 mile drive respectively).
- The **Gravesham Community Hospital site will continue to be a focal point in the provision of local and community care in Gravesham** and will continue to offer radiology services on-site . In place of the **Minor Injuries Unit**, several options are being explored incl. (i) relocation of a GP practice, (ii) Primary Care Network / GP federation supported networked clinical service (e.g. GP Improved Access, wound care), (iii) health and wellbeing hub, (iv) community beds, (v) increased community services (e.g. outpatient clinics)

OPTION ONE: An Urgent Treatment Centre at Gravesham Community Hospital



Benefits

- There is good pedestrian access to Gravesham Community Hospital
- There are good public transport links to Gravesend town centre from the surrounding areas
- Patient feedback about Gravesham Community Hospital during engagement was very positive
- The IT system linking patient records is already established



Potential disadvantages and concerns

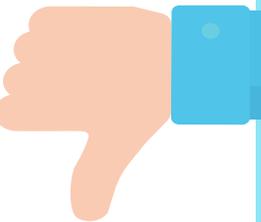
- Less likely to relieve the growing pressures on A&E
- Patients who have conditions requiring A&E attention will have to travel, possibly by ambulance, which could mean a delay to their treatment
- There is limited car parking at Gravesham Community Hospital. There is however a council owned car park nearby
- There is no on-site pharmacy but there are several community pharmacies nearby
- When the service has reached the number of patients that can be seen and treated before the service closes, patients trying to access the service (even during opening hours) will be redirected to A&E at Darent Valley Hospital

OPTION TWO: An Urgent Treatment Centre at Darent Valley Hospital



Benefits

- The Urgent Treatment Centre could be open 24/7
- The A&E on-site will enable patients to be transferred easily, if their condition requires it
- Having an Urgent Treatment Centre on site is likely to keep A&E clear for patients who really need it
- Having both the Urgent Treatment Centre and emergency department on one site may attract staff wanting to develop skills in both settings. This may make it easier to recruit a skilled workforce and may reduce staff vacancies
- There is an on-site pharmacy within the hospital
- No run-down time is necessary at the end of the day. Patients attending after the UTC opening hours will be seen in A&E



Potential disadvantages and concerns

- Parking spaces at Darent Valley Hospital can be limited at peak times, and parking is not free but there are plans to increase the number of parking spaces
- Traffic around Darent Valley Hospital can be heavy at peak times
- Darent Valley Hospital does not have good public transport links

Giving your views: Six ways to make your voice heard

1. Come and talk to us

We will be organising public events and visiting community venues, health centres and supermarkets to discuss our proposals.

2. Invite us to come to you

We want to hear from groups supporting residents with specific needs e.g. Carers or parents of disabled children.

Email us via

dgs.communications@nhs.net

3. Online questionnaire

You can give your feedback from wherever you are. Complete the consultation questionnaire online .

4. Email

You can send us your comments about proposed changes.

Drop us an email via

dgs.communications@nhs.net

5. Phone

You can phone us on
03000 424903

6. Post

Post your completed questionnaire free of charge to:

FREEPOST RTXG-RKSL-TYJH
NHS Dartford,
Gravesham and Swanley CCG,
2nd Floor, Gravesham Civic Centre,
Windmill Street,
Gravesend, Kent,
DA12 1AU.

Public Consultation

- The consultation will run for **12 weeks** from **29 July - 21 October 2019**
- We have earmarked **24 local sites across** Dartford, Gravesham and Swanley for a combination of “drop in” sessions, community outreach and 3 public meetings
- We will working with partners, patients and stakeholders to ensure a **wide distribution of the Public Consultation materials, including the promotion of the online survey and events timetable** on the CCG website and social media channels (Facebook and Twitter)
- **Working in partnership with Healthwatch Kent**, we aim to encourage residents in rural parts of the borough, BAME and other “seldom heard” groups to take part
- We are also **engaging with neighbouring CCGs and local authorities**

Next Steps

- Following consultation, all the **responses will be collated and analysed by an independent third party organisation**
- A summary of this analysis will be used to develop the **Decision-Making Business Case (DMBC)** which will be considered through the CCG's internal governance process
- A final set of proposals will be submitted to the **CCG Governing Body** for consideration, and final decision
- A **final decision is expected by early 2020** when we hope to **share this decision with the Kent Health Overview Scrutiny Committee**
- The Public Consultation reports will also be **published on the CCG website**