

Health Overview and Scrutiny Committee Briefing

East Kent Integrated Urgent Care Service

November 2016

This report updates the Kent Health Overview and Scrutiny Committee (HOSC) on the developments of the east Kent integrated urgent care service, for which Nestor Primecare Limited was awarded the contract in April 2016.

Introduction and background

In order to identify local requirements, including addressing ongoing system pressures, a review of the urgent care system across east Kent was undertaken during 2014. This review was undertaken with external support from PwC, which included:

- Development of a service specification – working with local clinical leads
- Review of procurement options – working with providers from across East Kent.

The CCGs aimed to respond to local challenges by collaborating on the design of an integrated urgent care system within east Kent. The alignment of key services, namely the NHS 111 and GP OOH and incorporating the locally developed care navigation service is seen as paramount to success.

The successful provider will deliver for those people with urgent but non-life threatening primary care needs a highly responsive, effective and personalised service. This service should deliver care in or as close to people's homes as possible, minimising disruption and inconvenience for patients and their families.

The integrated service will address fragmentation between the formerly separate services and maximise efficiency encouraging use of local pathways to avoid attendance at hospital wherever possible.

Aims and Objectives

The Service specification identified the following key aims for the new service:

1. A patient-centred service that demonstrates the best possible clinical outcomes and improved patient experience.
2. Greater integration between front line services and seamless working
 - a. Promote efficient interaction from the patients perspective
 - b. The new integrated NHS 111, GP OOH and Care Navigation Service should work seamlessly with the developing Integrated Urgent Care Centres co-located within the Accident and Emergency department that are commissioned by Ashford and Canterbury CCGs

3. Greater responsiveness of services and reduced duplication. It is proposed that by reconfiguring existing services, the health economy will:
 - a. improve health outcomes for patients
 - b. reduce the number of patients accessing traditional accident and emergency services by:
 - i) utilising services provided by the Integrated Urgent Care Centre (IUCC) (Ashford and Canterbury & Coastal CCGs)
 - ii) encouraging patients that are able to travel to the allocated local base at an acute site for urgent care to do so
 - iii) increasing the number of Out of Hours treatments undertaken in a patient's home or place of residence (South Kent Coast CCG).
 - c. reduce the need for acute admission to Hospital
 - d. reduce the length of stay in Hospital when an admission is required

GP Out of Hours

The GP OOH service went live on 28 September 2016. The first weekend was challenging with a number of issues identified. Significant improvement has been seen over recent weeks, particularly on weekday evenings, though weekends continue to be busy across the entire urgent care system

To support the go live period for the OOH service, daily operational calls were held to enable enhanced communication and support to be in place immediate prior to and for two weeks post implementation. This included discussion with provider and commissioner leads to identify and rapidly resolve any issues; supported by an escalation route if senior level involvement were required for resolution.

Key Issues identified

- IT and Telephony
- Staffing
- Directory of Services (DOS)
- 111 Call backs.

NHS 111 services

As part of the ongoing preparation for mobilisation, an operational workshop was undertaken with Primecare leads, led by the CCGs, on 13 October. This workshop identified significant gaps in terms of readiness for go live on 1 November, including staffing, training and operational processes.

The following revised timeline was therefore developed based on the actions identified supported by South East Coast Ambulance Trust (SECAMB) who have agreed to provide continued cover for NHS111 service for east Kent Patients :

22 Nov 16	45 per cent of contract call volume provided by Primecare 55 per cent by SECAMB
6 Dec 16	80 per cent of contract call volume provided by Primecare 20 per cent by SECAMB
10 Jan 17	100 per cent of contract call volume provided by Primecare.

Key risks

Daily reviews of the agreed action plan are in place, supported by assurance reviews by NHS England and National Integrated Urgent Care Clinical Lead.

Current risks identified include:

- Staffing – review of staffing requirements, including training and coaching arrangements to meet NHS Pathways license requirements is in progress
- Operational processes – are currently being reviewed by the SME team and local CCG clinical leads as part of the assurance process
- Estates - the installation of data fibres at the Canterbury Call Centre site has been paused pending completion of a civic suit in relation to works needed on areas of private property locally. In order to mitigate the impact of this work, an alternative site in East Kent has been sourced for an immediate three month period, and is being fitted out to ensure delivery in line with agreed timelines for go live.
- Impact of increased call volumes – analysis of NHS111 activity has been undertaken which has identified a risk of an additional 21,000 calls. A contract variation will be required to reflect this impact and ensure that workforce plans are sufficient to meet demand.

Next steps

The CCGs will continue to work closely with Primecare to ensure improved performance for GP out-of-hours service and the mobilisation of NHS111.



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