

# **REPORT TO SHROPSHIRE HEALTH OVERVIEW AND SCRUTINY COMMITTEE**

## **Integrated Urgent Care – GP Led Out of Hours Service 6 Month Review Briefing Report**

### **1. Purpose of the Report**

This report provides HOSC with a briefing on the current status of the 6 month review of the Integrated Urgent Care (NHS111/GP OOH) service delivery model and the next steps.

### **2. Introduction**

In 2018 Shropshire CCG and Telford & Wrekin CCG jointly commissioned a new model of care for the provision of urgent care services in line with mandated national policy. The service was previously provided solely by Shropshire Doctors Cooperative Ltd (Shropdoc). The new arrangements saw the introduction of the nationally mandated NHS111 Service as the patient access point for GP OOH services, provided by Care UK based in Dudley. Following a formal procurement exercise the CCGs awarded the contract for the local GP Led Out of Hours Service to Shropshire Community Health NHS Trust (Shropcom) on 3rd July.

Shropcom established a partnership with the local provider Shropdoc to deliver the GP Led Out of Hours Service. The new service went live on 1st October 2018.

Since the contract was awarded Shropcom and Shropdoc have worked closely with the 2 CCGs to oversee the development, mobilisation and implementation of the new service model and regular meetings have been held to monitor the performance of the new contract.

### **3. Background**

Following the award of the contract for the new model of care the CCGs and Providers and jointly committed to undertaking:

- A 3 Month Review: providers and commissioners to review demand and performance against the targets within the new contract and
- A 6 Month Review: providers and commissioners to work with key stakeholders to consider performance and issues that have emerged since the new service went live.

A Review Team was established that included representatives from across the healthcare system referred to in this paper as 'the Team'. This paper provides details of the process and events undertaken as part of the review and summarises the actions agreed following the review.

The decision to involve a wider stakeholder group impacted on timescales for completing the review due to diary availability. However, the value of wider involvement was felt to be of significant benefit.

### **4. The Review Process**

A thorough process has been followed to collectively assess the new service that has been commissioned. Prior to commencing the 6 Month Review the following reviews had already been completed:

### The 3 Month Data Review

The review of the 3 month performance data took place on the 12th March. The review was completed by Ros Preen (Shropcom), Jane Povey (Shropcom), Simon Chapple (Shropdoc), Julian Barrett (Shropdoc), Jess Sokolov (Shropshire CCG) and Jon Cooke (Telford CCG).

The review identified that:

- The demand profile at the weekends and bank holidays was different than had been forecast, however, this could not have been predicted as this data was not captured at national and regional level. This has impacted on weekend and bank holiday performance, however, week day performance is good.
- Assessing patients to determine the urgency of response required, known as clinical triage, was recognised as a necessary safety net to ensure safe and responsive services.
- The KPIs within the contract may not be the most appropriate measures and should be the subject of a clinically led review as part of the 6 month review.

## **5. The 6 Month Review**

The 6 Month Review was undertaken as a phased programme of work delivered over 3 multi-stakeholder sessions held on 19<sup>th</sup> and 23rd July and concluding on 5th August.

- The first meeting agreed the objectives, process and information required to support the review.
- The second meeting involved the detailed analysis of actual performance and quality, factors impacting on performance and the recommendations from the Key Performance Indicators Review.
- The third meeting discussed key findings, provider proposals to address issues identified from the review findings and next steps.

### 5.1 Review Objectives

The agreed objectives for the 6 Month Review were:

- To ensure that the new model of care commissioned in the contract delivers the required outcomes for patients
- To understand the interdependencies across the wider urgent care system
- To ensure that the contract in place ensures sustainability of the new service
- To assess the impact of the changes to urgent care across the wider health system
- To consider all necessary quantitative and qualitative data necessary to inform any planned change
- To specifically consider the impact of the changes on palliative/end of life patients
- To consider the effectiveness and appropriateness of the planned Key Performance Indicators and agree which KPIs are appropriate, deliverable and reportable and will be used for managing contract performance from the end of the Implementation Period

### 5.2 Review Stakeholder Involvement

To ensure a comprehensive review, a wide range of stakeholders were invited to contribute. Details of the individuals and the organisations they represented are provided in Appendix 1. Representatives from Healthwatch and a patient representative have committed a significant amount of their time to this review. We would like to thank them for their contribution.

### 5.3 Review Information

The following information was provided to the Team to support the review:

- An overview of patient flows, how patients access the service and where they are seen within the integrated urgent care system.
- The forecast demand assumed within the contract.
- Activity highlights and observed performance against existing Key Performance Indicators (KPIs)
- Clinical review of the KPIs
- An assessment of any impact of the new model on geographical equity of provision – services and performance compared by location.
- Both Healthwatch organisations supported with a ‘hot topic’ palliative care survey for a period of 3 months from June. The outcome of this will be reported in the near future.
- Activity and performance across the wider urgent care system including 111 and ambulance activity.
- Lessons learned to date, both positive and negative.
- Consideration of the number of incidents and complaints over the period 6 months before the change and 6 months after the change.

### 5.4 Pathways for palliative care/end of life patients

During the early stages of implementation a number of concerns were raised by patients or their carers in relation to inappropriate management of their needs through the NHS111 service when trying to access urgent medical support via GP OOH. As a result Shropcom/Shropdoc have worked with the NHS111 Provider to implement an alternative pathway where the caller uses a specific form of words identifying that the patient has a specific plan of care which enables the NHS111 call handler to immediately exit the usual NHS111 Pathway and pass the case through to Shropdoc. Since the introduction of this alternate approach, the CCGs and the Provider have not been made aware of any continuing concerns about the management of palliative/end of life patients through this pathway.

Healthwatch have also confirmed that they have not been made aware of any related concerns. The outcome of the Healthwatch targeted survey on palliative care as part of the 6 month review will also hopefully provide further assurance in this regard.

## 6. Review Next Steps

Commissioners are currently assessing the outputs from the review to-date and the proposals put forward by the Providers to address any identified issues from the review findings. This work will be concluded within the next 2 weeks and a recommendations report submitted to CCGs Joint Executive thereafter. The CCGs will ensure that the feedback from the Healthwatch palliative survey which is due to end in September is included in the report to Executive Directors.

Once a set of recommendations from the review have been approved by CCG Executive, the outcome of the review will be shared with HOSC.

### Stakeholder Involvement in the 6 Month Review

| <b>Meeting 1: 19<sup>th</sup> July</b>   |                                       |
|--|---------------------------------------|
| Purpose: Confirm the objectives of the review<br>Agree the process and stakeholders<br>Consider information requirements |                                       |
| <b>Attendees:</b>  | <b>Representing:</b>                  |
| Graham Shepherd  | Patient Representative                |
| Lynn Cawley  | Shropshire Healthwatch                |
| Simon Chapple, Medical Director  | Shropdoc                              |
| Clare Timmins, Operations Director   | Shropdoc                              |
| Ros Preen, Director of Finance & Strategy  | Shropshire Community Health NHS Trust |
| Tricia Finch, Head of Development & Transformation   | Shropshire Community Health NHS Trust |
| Jon Cooke, Chief Finance Officer   | Telford & Wrekin CCG                  |
| Fran Beck (dial in), Executive Lead Commissioning  | Telford & Wrekin CCG                  |
| Emma Pyrah, Head of In Hospital Services   | Shropshire CCG                        |

| <b>Meeting 2: 23rd July</b>                                    |                                       |
|--|---------------------------------------|
| Purpose: Review information considering performance and impact |                                       |
| <b>Attendees:</b>  | <b>Representing:</b>                  |
| Graham Shepherd  | Patient Representative                |
| Brian Rapson   | Shropshire Healthwatch                |
| Laura-Jayne Baker  | Telford Healthwatch                   |
| Simon Chapple, Medical Director                                | Shropdoc                              |
| Clare Timmins, Operations Director                             | Shropdoc                              |
| Alison Reynolds, Finance Director                              | Shropdoc                              |
| Ros Preen, Director of Finance & Strategy                      | Shropshire Community Health NHS Trust |
| Tricia Finch, Head of Development & Transformation             | Shropshire Community Health NHS Trust |
| Alice Horton, PA to Director of Finance & Strategy             | Shropshire Community Health NHS Trust |
| Jon Cooke, Chief Finance Officer                               | Telford & Wrekin CCG                  |
| Emma Pyrah, Head of In Hospital Services                       | Shropshire CCG                        |
| Jessica Sokolov, Medical Director                              | Shropshire CCG                        |

| <b>Meeting 3: 5th August</b>                                     |                                       |
|--|---------------------------------------|
| Purpose: Discuss options for future service and agree next steps |                                       |
| <b>Attendees:</b>  | <b>Representing:</b>                  |
| Graham Shepherd  | Patient Representative                |
| Lynn Cawley  | Shropshire Healthwatch                |
| Paul Shirley   | Telford Healthwatch                   |
| Simon Chapple, Medical Director                                  | Shropdoc                              |
| Clare Timmins, Operations Director                               | Shropdoc                              |
| Alison Reynolds, Finance Director                                | Shropdoc                              |
| Julian Barrett, CEO  | Shropdoc                              |
| Ros Preen, Director of Finance & Strategy                        | Shropshire Community Health NHS Trust |
| Tricia Finch, Head of Development & Transformation               | Shropshire Community Health NHS Trust |
| Jonathon Gould, Head of Finance                                  | Shropshire Community Health NHS Trust |
| Jon Cooke, Chief Finance Officer                                 | Telford & Wrekin CCG                  |
| Corrine Ralph, Head of Primary Care                              | Telford & Wrekin CCG                  |
| Emma Pyrah, Head of In Hospital Services                         | Shropshire CCG                        |
| Jane Sullivan, Quality Lead Primary Care                         | Shropshire and Telford & Wrekin CCG   |