

NHS HEREFORDSHIRE CLINICAL COMMISSIONING GROUP

Health and Wellbeing Board

Integrated Urgent Care Pathway Project

Subject:	Integrated Urgent Care Pathway Project
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PURPOSE OF THE REPORT

To inform the Board of progress with NHS Herefordshire Clinical Commissioning Group plans to commission an integrated urgent care pathway.

RECOMMENDATION TO THE BOARD

The Board is asked to receive the report for information.

Briefing for the Health and Wellbeing Board

Integrated Urgent Care Pathway Project

NHS Herefordshire CCG

1. The Case for Change

Herefordshire CCG (HCCG) began work on a review of urgent care services in summer 2013 due to recognition of a number of challenges within the current urgent care system. These are summarised below:

- The current urgent care system is inefficient and confusing for local people
- The current system is failing to meet performance targets
- Inequalities in access and outcomes are not being effectively addressed
- The current urgent care pathway is fragmented and is a barrier to demand control and establishing effective alternatives to A&E attendance.
- The development of an integrated urgent care pathway is a significant part of the solution to the challenges faced by WVT
- Existing contracts for elements of the service will expire in 2016/17

The pressures on the system, and operational challenges experienced by Wye Valley NHS Trust (WVT), particularly coinciding with the CQC inspection have provided further evidence of the need for change.

HCCG undertook an extensive engagement process from September 2013 to June 2014 to find out the views of local people, clinicians and other stakeholders about the changes that are needed in local urgent care services and what people want to see these services delivering to meet local needs. In total more than 540 patient experiences were captured that involved 372.5 hours of co-design work with the local community. There was a clear mandate for change.

As a result of the engagement programme the following patient experience outcomes were agreed. Transformation of the urgent care system must deliver these outcomes for patients:

- I feel informed and clear about available and appropriate Urgent Care Services;
- I feel confident and knowledgeable about managing my condition and prepared to deal with and anticipate future urgent care issues;
- I feel reassured and happy as a result of my urgent care experience and 'known' and treated like a person by Urgent Care Services;
- I want to be helped, and when I am in need of care it is safe, effective and efficient;
- I want to live for as long as possible independently and in my home with the best quality of life wherever possible.

2. Moving to an outcomes based approach

Following the review and the feedback from local people, HCCG decided to change how it commissions urgent care services by introducing an outcomes approach to commissioning and contracting. Outcomes Based Commissioning (OBC) aims to shift the emphasis from the services a provider offers, to the outcomes they achieve for patients. This moves the focus from activities to results, and from how a service operates, to the benefits a service realises for patients. By using this approach important factors such as patient experience and the quality and safety of services will be built into future contracts.

Delivery of this programme supports achievement of Herefordshire Health and Wellbeing Strategy. HCCG's ambitions are that through this change programme we can:

- Reduce inconsistencies in the outcomes that patients receive
- Encourage investment in preventive care, to reduce unnecessary and inefficient use of treatment services
- Change the way that patients currently access the urgent care system
- Provide a service that is designed so that patients receive the care that is right for them, at the right place and at the right time
- Encourage behavioural change in provision by aligning incentives and outcomes so patients get the right treatment in the right place
- Encourage behavioural change in patients by ensuring they know how to self-care, access urgent care in the right place (e.g. pharmacy vs A/E) and navigate the system
- Reduce overall system costs and encourage service integration
- Deliver the national vision for urgent care in Herefordshire

The current CCG commissioned functions within scope as part of this new approach are as follows:

- Accident and Emergency and Clinical Assessment Unit services, up to the point of hospital admission
- Primary care out of hours services
- Minor injury functions
- The Walk-in Centre functions
- Mental health activities supporting individual crises and Rapid Assessment, the Accident and Emergency Interface and Discharge service (psychiatric liaison).
- Minor ailments scheme
- NHS 111

HCCG believes that an integrated solution to the provision of urgent care services is the best way to improve the quality and efficiency of these services and address the fragmentation of the urgent care pathway.

HCCG identified Wye Valley NHS Trust (WVT) as being best placed to both develop a potential solution and to take forward the role as potential Accountable Lead Provider. Wye Valley NHS Trust was offered and accepted the opportunity to develop a proposal in November 2014. HCCG issued to WVT a set of documentation describing HCCG's requirements against which WVT must shape the proposals.

3. Current Position

Wye Valley NHS Trust has over the last few months been developing its proposals in discussion with a range of local service providers.

Three Dialogue Meetings have been held between HCCG and WVT to provide clarification on the CCGs requirements, for WVT to share thinking and to provide assurance that work is moving forward as required. This stage is similar to the stage of procurement when providers are preparing their tender submission. WVT will submit its proposals to HCCG on the 27th March 2015.

4. Next Steps

Following the submission of the proposed solution an evaluation process will be undertaken. A nominee from Herefordshire County Council Adult Social Care is a member of the evaluation panel. This evaluation will determine if the solution is acceptable to HCCG and will deliver a fundamentally improved urgent care service for Herefordshire residents.

Alongside the evaluation HCCG will be assembling evidence and the business case to support the internal and external service change assurance process. This includes for example undertaking an integrated impact assessment to identify any positive or negative impacts on health outcomes or equalities for the local population. During this period the communication and engagement process, and, if appropriate, a formal consultation process will be planned.

HCCG will also be seeking external assurance from clinical experts and NHSE that the proposals are in line with best clinical practice and evidence nationally.

It is anticipated that if Wye Valley NHS Trust proposals are successful and are assessed as meeting the CCGs requirements the aim will be to begin implementing changes from Autumn 2015.