



## **‘The Right Care at the Right Time’**

### **Improving Unscheduled and Urgent Primary Care Services**

#### **The future of services currently provided at Alma Road Primary Care Centre**

#### **Consultation Document**

## Why are we consulting you?

NHS Peterborough is in the process of reviewing all of the elements of its urgent care services. These services provide treatment for less serious illnesses and injuries which require immediate care, but which do not require the full services of an accident and emergency department.

What is needed is efficient, high-quality, cost effective services. When people need urgent care they do not want or need to have to negotiate a complex system of services. We need a simple system that allows people to access the right care at the right time.

There is a need to improve access to timely and appropriate urgent care to patients, and provide information and advice so that patients can make an informed choice about which service they use and when.

The current configuration of urgent care services could be improved to better meet patient needs. There is an element of duplication and lack of efficiency in the current system which could be changed. This should result in more streamlined services, and ones which will also contribute to improving NHS Peterborough's financial position as part of its turnaround programme.

We are asking for your views, along with a number of other stakeholders, so that they can be reflected in the decision making process.

### Right care, at the right time

The variety of services available can sometimes be confusing - NHS Direct, pharmacies, GP services, Walk-in Centres and A&E. Many people attend their local A&E department because they need urgent or immediate treatment – but many patients attend A&E because they feel it is the easiest place to get the care they need. These patients could easily be seen by their own GP or at the City Care Centre Walk-in Centre.

Many ailments and queries can also be dealt with by a pharmacist who is the expert in medicine management and offering a quick and safe remedy. These are in a number of locations across the city. Going direct to hospital or dialling 999 should only be for serious illness or injuries considered to be critical or life threatening.

To help Peterborough residents seek the right treatment, in the right place, at the right time, NHS Peterborough launched a new campaign this winter encouraging people to 'Choose Well'. The Choose Well campaign aims are to tell people what local services are available and provide them with guidance to ensure they can make the right choice according to the symptoms they have.

## What are we consulting on?

The current services which provide urgent care in Peterborough are:

- Accident and Emergency Services
- The City Care Centre Walk-in Centre

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- GP access for patients needing urgent care
- The Alma Road Primary Care Centre
- Primary Care Out-of-Hours service

The element that we are consulting you on is the Alma Road Primary Care Centre only.

### Alma Road PCC

Alma Road Primary Care Centre currently provides a walk-in service for non-registered patients and for registered patients. The service opened in April 2009 as part of a national directive from the Department of Health, arising from the Interim Report of Lord Ara Darzi.

The Alma Road Primary Care Centre was originally commissioned on the basis that it would provide services for over 2,000 registered patients, while treating 350 walk-in patients per week.

The facility is open from 7am until 10pm each day, and on average sees 300 walk-in patients per week. Latest figures (April) indicate there are currently 402 patients registered with Alma Road Primary Care Centre for GP services.

## Consideration

NHS Peterborough has assessed the service according to the extent to which it is duplicating similar nearby services, how these services could alternatively be provided and whether the money it costs could be better utilised.

### *Duplication of primary care services*

Alma Road is providing primary care to 400 registered patients (April figures). This is problematic for a number of reasons:

- It is an underperformance against the expected patient list size of 2,000.
- That such a small list size is not sustainable as a stand-alone primary care entity.
- There is duplication in that there are 11 other GP practices within 1 mile of the centre which are open for new patients (see Annex for list of practices).

### *Duplication of primary care walk-in services*

The walk-in element of Alma Road Primary Care Centre is a duplication of the similar nearby (1.12 miles), walk-in services offered at the City Care Centre and at other local GP practices.

The City Care Centre walk in service is also open 7 days a week from 7am – 10pm. It provides a similar service which is primarily nurse-led, but it works closely with on-site GPs during cross over times (evenings and early mornings) with the co-located medical Out of Hours Service.

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The nearby 11 GP practices also offer a walk-in service to their patients (as part of their standard contract). Some of these practices also offer extended hours, so further giving choice for patients outside core hours.

### *Other factors*

NHS Peterborough has also considered the following:

- That the number of registered patients at Alma Road is relatively low and could easily be accommodated through the large number of close-by GP practices. All the practices (see attachment) have open lists, and collectively they could more than accommodate all the patients currently registered at Alma Road.
- The PCT would support this process of enabling patients to choose and then register at the other 11 practices. NHS Peterborough has a well tested process whereby it would contact all the affected registered patients to ensure they were aware of and offered alternatives, and depending on patient choice, NHS Peterborough would support the transfer (eg ensuring patient notes were moved). This would therefore be a managed process to ensure minimum inconvenience for patients.
- The City Care based Walk in Centre has higher urgent care volumes overall compared to Alma Road, and it can be backed up by a much larger range of co-located services (on-site diagnostics (x-ray and ultrasound), in-patient beds, regular specialists on site for OP consultations, therapies, on-site pharmacy, minor procedure rooms etc).
- There is GP leadership support for our proposals through NHS Peterborough's Clinical Change lead Dr Michael Caskey, based on the fact the current service is not being fully utilised, and clinical services available elsewhere have the capacity to treat those that are using the service. We are planning consultation with the wider group of GPs to ensure they are supportive of our approach.

### *Costs*

The Alma Road centre costs the people of Peterborough roughly £1m per annum (staff and rental). If the centre were closed and patients accessed alternative providers, a significant element of this cost could be saved. Although there would be some initial termination costs to close the service, the costs of providing the services from other sites would be considerably less. Although it is difficult to determine alternative costs exactly, our best estimate is that we could save 80% of the current running costs. The alternative costs would be less because:

- The patients registering with other GPs would cost less as they would represent marginal additional costs to practices which are already established, and for which the PCT would only pay a small amount to reflect the higher list size of those practices.
- The walk-in services would be contained primarily through patients accessing the nearby Walk-in Centre, which is run under a "block contract", and to a lesser extent through patients visiting local GPs, for which there is effectively no additional charge for this element of service.

## Appendix 1

The saving of £0.8m per annum (full year effect) would otherwise need to be found through finding savings in other services. To give a sense of the scale of other service costs, this saving would equate to cutting other services by eg: reducing A&E attendances by 9,000 patients.

# The Options

## Option 1

To close the services at Alma Rd.

To facilitate patients in choosing to register at one of the nearby GP practices and to support them to ensure they move to their new practices with the minimum of hassle.

To undertake communications through the existing Choose Well and other processes, to ensure that patients are aware of the alternative similar walk-in services at the City Care Centre and GP practices.

## Option 2

To retain the existing Alma Road facility and services and to find roughly £1m of savings through alternative means.

## Benefits of Recommendation

NHS Peterborough has identified Option 1 as its preferred option on the basis that it retains patient choice and access and that it is significantly more efficient for the health care system overall.

It also has the following benefits:

- The rationalisation of the urgent care services will provide straightforward access to the right care in the right location by simplifying the route of access.
- Walk in service provision will no longer be offered in competing locations in Peterborough, avoiding unnecessary duplication.
- Through the continued promotion of other primary care services, there will be good care provision available to all patients – including vulnerable and excluded groups.
- There are real opportunities to educate patients via Choose Well campaign regarding the appropriate use of health services including those currently offered at the Alma road Primary Care Centre.

It would make a significant contribution to NHS Peterborough's financial turnaround plan while making the least difference to the quality and range of urgent care services available to local people.

## How to have your say

This public consultation runs until 3rd September 2010.

1. Do you agree or disagree that we need to simplify urgent care treatment in the city to ensure you know where to get the right care at the right time?
2. Do you agree or disagree with our recommended option?
3. If you disagree, what other options or proposals would you put forward to achieve the needed improvements?
4. Is there anything else you think we should consider?

There are a number of ways you can contribute, either by:

- Writing to us at:

**Freepost NAT 12255  
Alma Road Consultation  
Peterborough Primary Care Trust  
2<sup>nd</sup> Floor  
Town Hall  
Peterborough  
PE1 1BR**

- Calling us on **01733 758500**
- Emailing us at [involvement@peterboroughpct.nhs.uk](mailto:involvement@peterboroughpct.nhs.uk)
- Attending the public meeting:

**On 12<sup>th</sup> and 24<sup>th</sup> August 2010**

Once we have received your and other stakeholders' views, we will summarise these as part of the decision-making process. The final decision will take these into account, and we propose that this should be made at our Board meeting on 21<sup>st</sup> September.

If the Board approves this recommendation, then a change could occur anytime in the following 4 months, only once we were sure we had put in place arrangements to support the smooth transfer of services.

## Need more information?

This consultation can be found on our website [www.peterborough.nhs.uk](http://www.peterborough.nhs.uk).

Alternatively you can contact us by phone, letter or email at the addresses given above. We will be visiting organisations and groups during the consultation. If you would like a member of our team to come and talk to your organisation or group, please contact us to arrange an appropriate time.

If you or someone you know needs help with this document in another language or format, please contact us using the details given above.

## **GP Practices within one mile of Alma Road (with open lists for patients to register)**

Millfield Medical Centre, St Martins Street, Peterborough, Cambs PE13BF  
0.06 miles

Minster Medical Practice, Thomas Walker Medical Centre, Princes Street,  
Peterborough, Cambridgeshire PE12QP  
0.26 miles

Huntly Grove Practice Thomas Walker Medical Centre, Princes Street, Peterborough,  
Cambridgeshire PE12QP  
0.26 miles

The Thomas Walker Surgery, The Thomas Walker Medical Centre, Princes Street,  
Peterborough, Cambridgeshire PE12QP  
0.26 miles

94 Burghley Road, 94 Burghley Road, Peterborough, Cambridgeshire, PE12QE  
0.44 miles

Park Medical Centre, 164 Park Road, Peterborough, Cambs PE12UF  
0.45 miles

63 Lincoln Road Surgery, 63 Lincoln Road, Peterborough, Cambs PE12SF  
0.62 miles

Church Walk Surgery, 14 Church Walk, Peterborough, PE12TP  
0.63 miles

Thistle Moor Road, 6 Thistle Moor Road, Peterborough, Cambridgeshire PE13HP  
0.71 miles

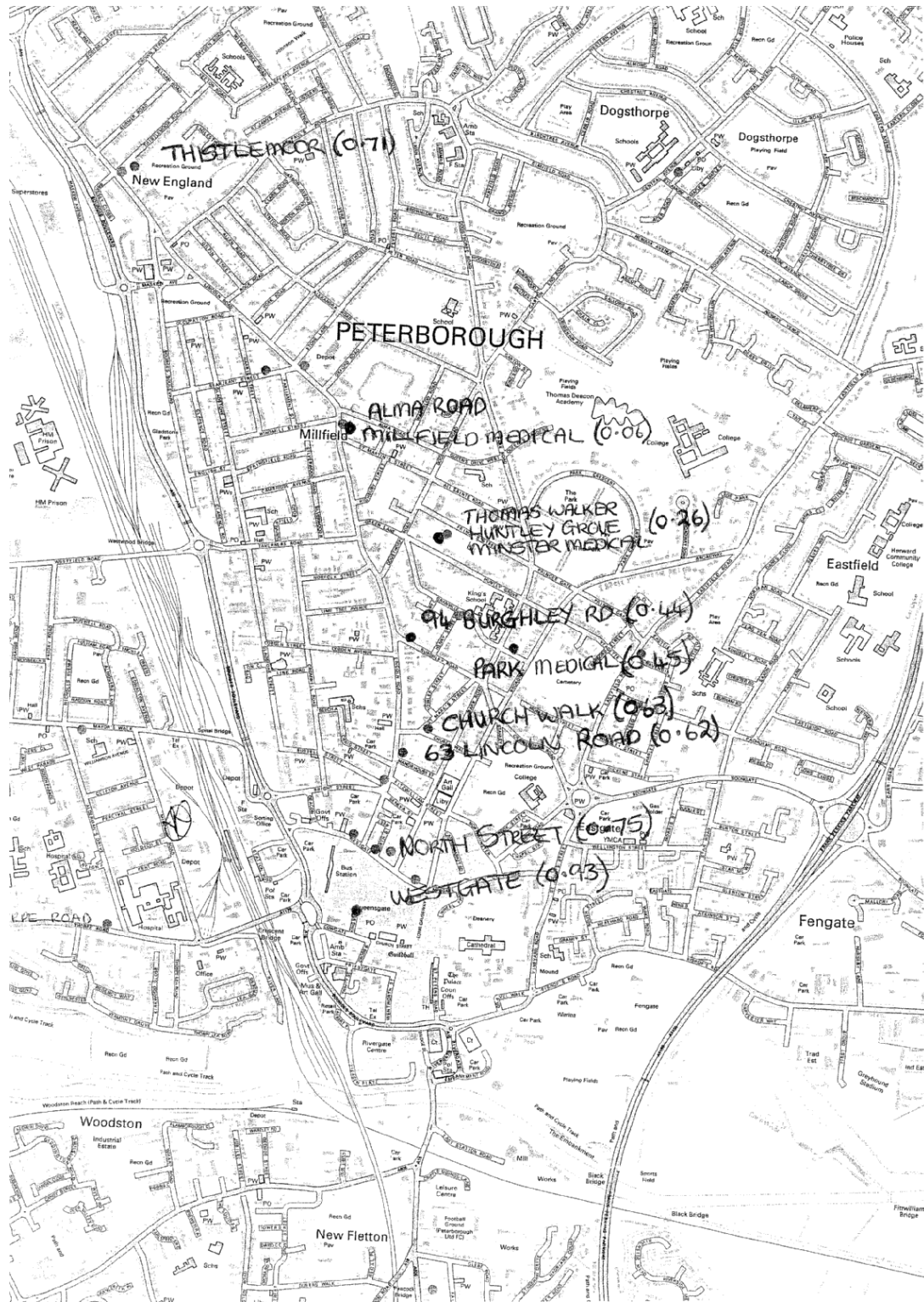
North Street Medical Practice, 1 North Street, Peterborough, Cambs PE12RA  
0.75 miles

Westgate Surgery, Queensgate Centre, Peterborough, Cambs PE11NW  
0.93 miles

\* All practices with the exception of Minster Medical Practice, offer extended hours.



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## **1. Introduction**

- 1.1 An Equality Impact Assessment (EIA) is a careful examination of a proposed policy, strategy, initiative, service or function to see if it could affect some groups unfavourably, especially minority groups who may experience inequality, discrimination, social exclusion or disadvantage. It applies equally to internal and external policies, procedures, services and functions. We are required to undertake EIA for each workstream/initiative within the Turnaround Plan.
- 1.2 The equality duties provide a framework to ensure that unlawful discrimination is eliminated and equality of opportunity promoted. Currently the law requires Equality Impact Assessments to be undertaken in relation to race, disability and gender duties. However the Equality Bill has now completed its journey through Parliament and confirms in law best practice that Equality Impact Assessments cover all aspects of equality. Peterborough PCT's Equalities Schemes require regular Equality Impact Assessments to be undertaken and has always covered all areas of equalities, including race, disability and gender but also covering age, sexual orientation, religious and cultural beliefs
- 1.3 This guidance is to assist staff in undertaking Equality Impact Assessments. When developing or reviewing policies/plans, procedures or guidelines, development and delivery of services and functions. Impact Assessments are required to be undertaken on policies, strategies, services and functions, when these are being developed or reviewed.

## **2. Purpose and Scope of this Policy**

- 2.1 The purpose of the Equality Impact Assessment is to examine the extent to which a policy, strategy, service or function may impact, either negatively or positively, on any groups of the community and, where appropriate, recommend alternative measures to ensure equal access.
- 2.2 Equality Impact Assessments will be carried out:
  - When developing new policies/plans, procedures, services and functions.
  - When reviewing existing policies, strategies, services and functions.

## **3. Definitions**

- 3.1 Peterborough Primary Care Trust has defined a policy as:

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*A policy is a statement which guides decision making based on the organisation's mission, objectives and strategies. It sets out the general aim of the organisation in a specified area and includes objectives, responsibilities and arrangements for implementation and monitoring.*

- 3.2 The Commission for Racial Equality defines a policy as:  
*Policies are sets of principles or criteria that define the different ways in which an organisation carries out its role or functions and meets its duties.*
- 3.3 The CRE goes on to state that policies can be formal or informal, written or 'custom and practice', so this can include procedures and guidelines. The best guidance is to always undertake an Initial Screening Equality Impact Assessment if you are unsure.
- 3.4 Peterborough Primary Care Trust has defined a service as:  
*A department or branch of the organisation that provides specified care.*
- 3.5 Peterborough Primary Care Trust has defined a function as:  
*The actions and activities assigned to, or required/expected of, a person, group or organisation.*

## 4. Undertaking the Equality Impact Assessment

- 4.1 Step 1 *Initial Screening*  
Identify the purpose/aim of the policy, strategy, service and function.  
Gather information and data that is already available  
Measuring the effectiveness of the impact assessment

An assessment of the impact or effects on different communities

- 4.2 Step 2 *Gathering Information*  
Talk to the Performance Team to see if there is any local data already in place that gives a breakdown by Ethnicity, disability, age, gender.  
Check whether any clinical audits have been undertaken. Look to see if there is any national data available.

The evidence gathered should give enable you to make a judgement on whether the policy, service, function is likely to have an adverse impact on any particular group. If the answer is **yes** then a full **Equality Impact Assessment** must be undertaken.

If the answer is **no** then the Initial Screening Form must be passed to the Chief Executives Office (Commissioning) or the Information Governance and Policy Manager (Provision) for publication.

**Appendix 1 – Step 1 Initial Screening Form – Equality Impact Assessment**

<p>What are the aims and objectives or purpose of the workstream/initiative?</p>	<p>Decommission Equitable Access to Primary Care Service (Alma Road).</p>
<p>Who will benefit from the policy, strategy, service or function?</p>	<p>All registered and un-registered patients living in Peterborough.</p>
<p>Who are the main stakeholders?</p>	<p>PCT, 3-Well, patients currently accessing Alma Road.</p>
<p>What are the desired outcomes?</p>	<ul style="list-style-type: none"> <li>▪ Unscheduled and urgent care services rationalised as part of overall urgent care strategy.</li> <li>▪ Walk in service provision no longer duplicated in Peterborough.</li> <li>▪ Simplified pathways for patients to access urgent care when needed.</li> <li>▪ Savings made from rationalised services contributing to financial turnaround programme.</li> </ul>
<p>What factors could detract from the desired outcomes?</p>	<ul style="list-style-type: none"> <li>▪ Poor primary care access with GPs not meeting the demand for walk in services.</li> <li>▪ Unregistered population not adequately provided with primary care when needed who may then create demand on other existing services.</li> <li>▪ Health care needs of vulnerable and excluded groups not met by project.</li> </ul>
<p>What factors could contribute to the desired outcomes?</p>	<ul style="list-style-type: none"> <li>▪ Full engagement from GPs to offer a full primary care walk in service to registered and unregistered patients.</li> <li>▪ PCT to use the GP contract more robustly to ensure all GP practices are offering full essential services to registered and unregistered patients.</li> <li>▪ Support for project from PCT clinical lead.</li> <li>▪ Use of Choose Well material to educate patients regarding the range of urgent care</li> </ul>

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	<p>services still available to patients.</p> <ul style="list-style-type: none"> <li>▪ Consideration of the development of a locally enhanced service to incentivise GPs to offer this service to registered and unregistered patients.</li> </ul>
Who is responsible for the policy, strategy, service or function?	Paul Whiteside/Sue Oakman/Kyle Cliff/Diane Siddle/Dr R. Withers/Chris Palmer/Caroline Hall/Richard Mills/Sandra Pryor
Have you consulted on the policy, strategy, service or function? and if so with whom? If not why not?	A consultation process is being planned currently.

Double click over the boxes to enable them to be checked

<b>Which groups of the population do you think will be affected by this policy, service or function?</b>	Yes	No
Minority ethnic people (this includes Gypsy Traveller)	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Women	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Men	<input checked="" type="checkbox"/>	<input type="checkbox"/>
People in religious/faith groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Older people	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Children and young people	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Lesbian, gay, bisexual and transgender people	<input checked="" type="checkbox"/>	<input type="checkbox"/>
People of low income	<input checked="" type="checkbox"/>	<input type="checkbox"/>
People with mental health problems	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Homeless people	<input checked="" type="checkbox"/>	<input type="checkbox"/>
People with caring responsibilities	<input checked="" type="checkbox"/>	<input type="checkbox"/>
People involved in criminal justice system	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Staff	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Any other groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>

## Appendix 1

What information and evidence do you have about the groups that you have selected above?

Information on the patient groups who may be affected by this proposal has been taken from the PCT Joint Strategic Needs Assessment (Chapter 4 – Population and Chapter 5 – Socioeconomic and Cultural Details)

This is further supplemented by minimum datasets from the current providers of Alma Road which provides some additional information on the patient groups currently accessing these services.

Consider: Demographic data, performance information, recommendations of internal and external inspections and audits, complaints information, staff survey reports, stakeholder and public engagement feedback etc

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Double click over the boxes to enable them to be checked

What information and evidence do you have about the impact on groups that you have selected above? For example on their access to physical and or mental health services, lifestyle, learning, social or physical environment.

Examples may be:

a young person's ability to access young people friendly health services – how do you know that what you are proposing will not impact on this?

Vulnerable adults (e.g. rough sleepers or individuals with no fixed abode)

unable to register with a GP; services for people with disabilities or older people client centred and easily accessible – how do you know that what you propose will or will not impact – what would be the impact if any? Services respecting religious beliefs – will any changes impact on this...?

Information on changes proposed delivered in accessible formats; staff groups not representative of the communities they serve.

**The patient groups listed above will not be detrimentally affected due to the proposal as the number of registered patients at Alma Road is relatively low and could easily be accommodated through the large number of close-by GP practices. Patients will be given information about a process of re-registering at these other practices, and NHS Peterborough will facilitate this process. Other urgent care services are available to patients. These include the surrounding GP practices as well as the Walk-in Centre at the City Care Centre.**

Consider: Demographic data, performance information, recommendations of internal and external inspections and audits, complaints information.

<b>Summary</b>	
<p><b>Positive impacts</b> (note the groups affected)</p> <ul style="list-style-type: none"> <li>▪ Unscheduled and urgent care services rationalised as part of overall urgent care strategy.</li> <li>▪ Walk in service provision no longer duplicated in Peterborough.</li> <li>▪ Simplified pathways for patients to access urgent care when needed.</li> <li>▪ Wider primary care provision available to all patients – including vulnerable and excluded groups.</li> <li>▪ Opportunity to educate patients via Choose Well campaign regarding the appropriate use of health services.</li> </ul>	<p><b>Negative impacts</b> (note the groups affected)</p> <ul style="list-style-type: none"> <li>▪ This may result in an increased demand on other services.</li> </ul>
<p>Additional information and evidence required</p>	

<p><b>Recommendations</b></p> <p>It is recommended that the Equitable Access to Primary Medical Care Service (Alma Road) is closed.</p>	
<p><b>Actions to be taken (include name of person responsible for implementing the actions and timescale)</b></p> <p><b>To be overseen by steering group and unplanned care programme board.</b></p>	
<p>Does this Plan need to progress to a Full Equality Impact Assessment?</p>	<input type="checkbox"/> <input type="checkbox"/>
<p><b>Managers signature</b></p>	<p><b>Date</b></p>