

<b>HEALTH SCRUTINY COMMITTEE</b>	AGENDA ITEM No. 5
<b>15 MARCH 2021</b>	<b>PUBLIC REPORT</b>

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**URGENT TREATMENT CENTRE RELOCATION PROGRAMME UPDATE REPORT**

<b>RECOMMENDATIONS</b>
It is recommended that Peterborough Health Scrutiny Committee note the progress made by the Urgent Treatment Centre (UTC) relocation programme team.

**1. ORIGIN OF REPORT**

1.1 This report is submitted to the Health Scrutiny Committee following a request by the Committee on 12 January 2021.

**2. PURPOSE AND REASON FOR REPORT**

2.1 The purpose of this report is to update the committee on the progress made by the UTC relocation programme steering group.

2.2 This report is for the Health Scrutiny Committee to consider under its Terms of Reference Part 3, Section 4 - Overview Scrutiny Functions, paragraph No. 2.1 Functions determined by Council:

3. Scrutiny of the NHS and NHS providers.

**3. BACKGROUND AND KEY ISSUES**

**3.1 The National Direction for Urgent Care Services in the NHS**

The NHS Long Term Plan published 7<sup>th</sup> Jan 2019 describes five major changes to the NHS service model. Chapter 2 is related to the following:

“The NHS will **redesign and reduce pressure on emergency hospital services.**”

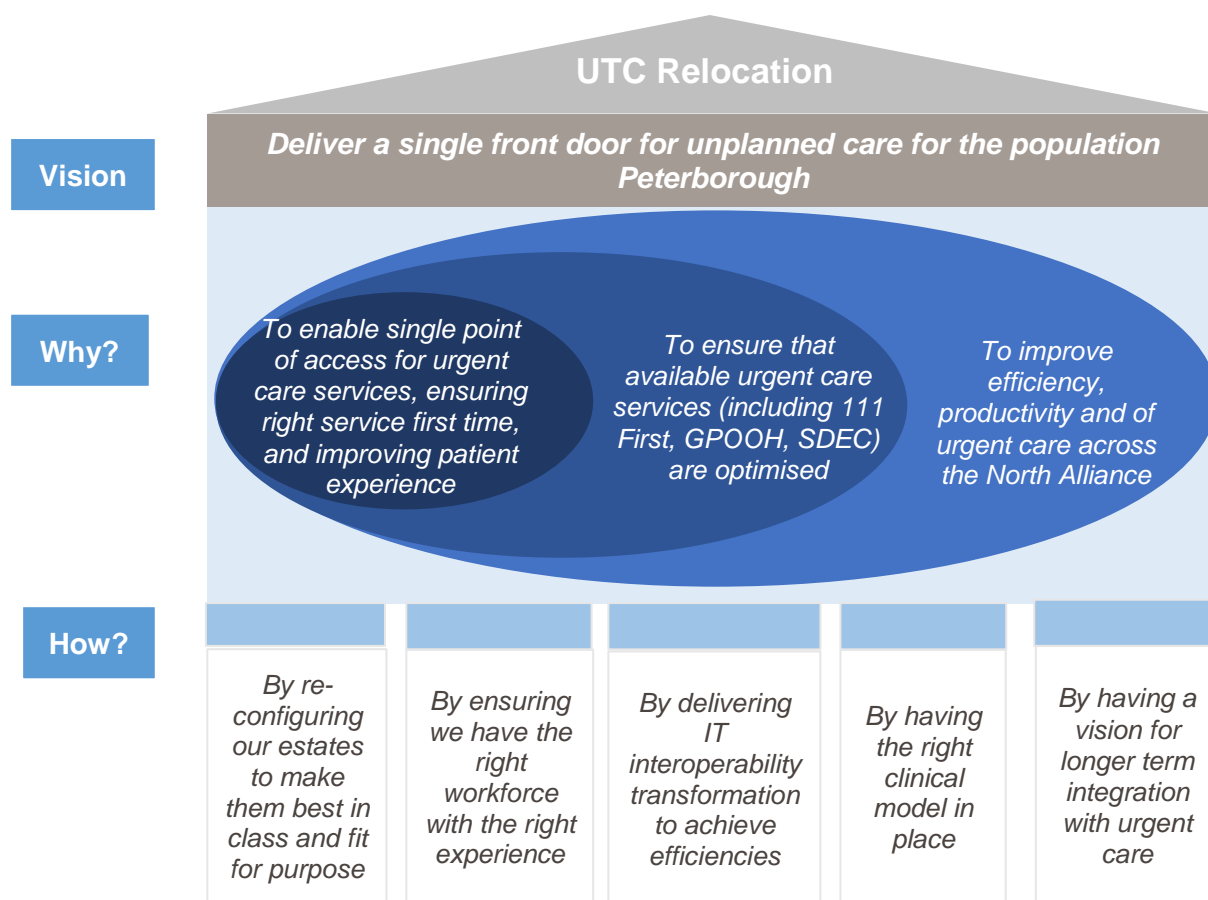
In addition, the national principles and standards associated with Urgent Treatment Centres (UTCs) state that to improve patient flow through the system UTCs will operate as part of a networked model of urgent care, with referral pathways into emergency departments (ED) and specialist services as required. All facilities must have the offer of booked urgent appointments, accessed through NHS111, General Practice and the ambulance service. To meet both objectives effectively, which in practice will mean that access to the ED is via UTC referral only or via ambulance.

In order to meet these national standards, the CCG Governing Body agreed to proposals to relocate the UTC and the GP Out of Hours services from the City Care Centre on Thorpe Road to the Peterborough City Hospital site in Bretton, Peterborough to create a single point of access for urgent and emergency care service for the people of Peterborough.

### 3.2 The Proposed Service Model

There will be a single urgent and emergency care system in Peterborough, accessed through a single 'front door' based at the Peterborough City Hospital site in Bretton. The co-location of services will help us to support patients in no longer having to make decisions for themselves about how serious their illness or injury is, there will be a single point of access for all services on one site.

A vision statement has been developed to provide alignment on what partners are seeking to achieve from the UTC relocation.

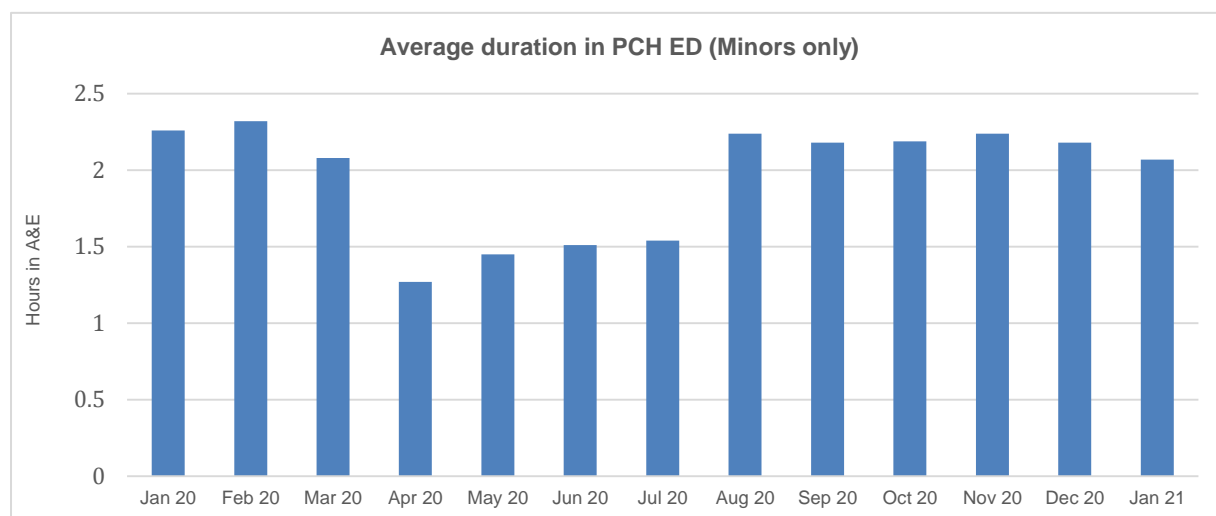


The UTC service will be co-located and where appropriate, integrated with the existing Emergency Department (ED) minor illness and injury service, creating streamlined pathways, improved access and improving patient experience should patients need to access support across services. Timeliness of access and treatment is incredibly important, and we will continue to monitor our performance against the national standards for UTC and EDs, including the expectation that 95% of patients are seen and discharged within four hours of presentation.

North West Anglia NHS FT has routinely seen patients well within this timeframe. Average length of time in the department for minor's patients has been 1 hour and 56 minutes across the last 12 months, with patients triaged, seen, treated and discharged during this time. Performance improved during the first COVID pandemic wave as we saw a significant reduction in the number of patients with minor illness and injury presented at the PCH ED. Since a return to normal levels of activity since then, average duration in the department has been broadly maintained at around 2 hours 10 minutes, as shown in the table below. With the co-location of the services and

expansion of the workforce to deliver UTC services, we expect to maintain this strong performance.

Table one – Average duration in PCH ED (Minors only)



The UTC pathway is separate to existing major ED pathways and as such, the wait times differ across services and the pressures and demand for major services do not impact on our staffing, physical space or timeliness of care for those people presenting with UTC or minor illness and injury needs.

### **GP Out of Hours Service**

The UTC will be co-located with the GP Out of Hours service. An effective working relationship is essential in order to create a seamless service ensuring patients access the appropriate service in a timely manner and that the services work together to ensure that there is no duplication of service.

The initial proposal was to make the changes for Winter 2020. Following public consultation this timeframe was extended to allow proper time for relocation planning and reassure the public during the COVID-19 pandemic.

**The agreed start date for the relocated services is now 30 June 2021.**

### **Patient Pathways**

The services to be relocated are:

- The Urgent treatment Centre (UTC) currently run by Lincs Community Health Services (LCHS)
- The GP Out of Hours Service (GP OOHs) run by Herts Urgent Care (HUC)

This will allow for the full integration of emergency department minor presentations, the UTC and the GP OOHs to create a single urgent care pathway for patients. NHS 111 will also be integrated as they will be able to book appointments for people into the service due to the transformation of the IT systems.

This collection of services will operate 24 hours a day, 7 days a week for 365 days a year.

The service will be co-led by GPs and ED Consultants which will support integrated care. The scope of the service will cover a range of presentations, including minor injury and illness, diagnostic testing, and be available to both adults and children of any age. There will be a combination of pre-booked appointments and walk-in access. GP OOHs visits will be retained.

Access to the service will be through:

- Direct booking through NHS 111
- Walk-in bookable appointments, this means that people who walk-in are given an appointment slot time, so they do not have to sit and wait for their appointment.

Streaming of patients will be undertaken at the 'front door' by trained clinicians, they will take a brief history and perform basic observations before directing the patient to the most appropriate service.

There will be a range of streams available for walk-in presentations, which may include:

1. NHS 111, for onward booking for a Primary Care appointment, direction to another service, or for health advice.
2. Integrated UTC, with either a pre-booked appointment slot, or immediate care.
3. Acute 'same day emergency care' (SDEC) this refers to the care and treatment of patients for whom admission to hospital would have been the default option in the absence of an SDEC service. Some presentations that may be suitable for SDEC service could be:
  - i. Low risk chest pain
  - ii. Cellulitis - an infection caused by bacteria getting into the deeper layers of your skin.
  - iii. Suspected deep vein thrombosis (DVT) - a blood clot that develops within a deep vein in the body, usually in the leg.
  - iv. Suspected Pyelonephritis - a type of urinary tract infection that affects the kidneys.
  - v. Suspected pulmonary embolism - a blockage of an artery in the lungs by a substance that has moved from elsewhere in the body through the bloodstream.
4. Emergency Department for the most serious illnesses and injuries.

### 3.3 **Estates update**

Work has continued to reconfigure the site at Peterborough City Hospital to ensure that the UTC can be accommodated on site. The units are going to be installed in current courtyard 15 space at the site. The new modular unit, as well as reconfiguration of our existing ED estate including clinic rooms and waiting areas will create a new bespoke space for UTC which comprises:

38 waiting spaces (15 social distanced)

9 streaming / triage bays

21 consultation and treatment rooms in total

The groundworks for the new unit are now completed with the concrete poured for the base on Monday 22 February. The modular units will be lifted into place over the existing buildings in pieces via a crane. A careful pathway over the building will be flowed and there will be marshals at designated points in the building and on the roof. The UTC modular unit lift into the courtyard is due to take place on 15 April.

*See Appendix one images 1,2 and 3.*

The estates work is currently on time to deliver the UTC to NWAFT in time for the service to commence on **30 June 2021**.

Within this timeframe we have a minimum of a month before the service transfers which enables time to familiarise staff with the new environment, completing training and orientation and to ensure that the pathways and processes that have been put in place to support the service in its new location are fit for purpose with any residual changes required made in time for the service transfer date.

### 3.4 **Parking and Transport**

We know from the previous analysis that the primary mode of transport to the UTC is by car, only an extremely small number of patients walked or used public transport including taxis. We intend to continue to do surveys of patients attending the UTC and ED at both sites to further understand transport and parking needs.

## **Parking**

Pre-pandemic there were 684 car parking spaces at PCH. An additional 112 car parking spaces were created at PCH during early 2020 providing a total of 796 parking spaces and 101 disabled parking spaces allocated for patient and visitor parking. This represents a 16% uplift on pre-pandemic levels.

It is worth noting that since the COVID pandemic, the Trust (North West Anglia NHS Foundation Trust) is now operating a significant proportion of outpatient appointments virtually and intends to retain this new way of working. The % of virtual outpatient appointments using telephone or video has increased from 8% (19/20) prior to the pandemic, to 48% in 20/21 to date) which equates to around 7,000 fewer patient visits to the PCH site per month, or 330 fewer visits per day.

This reduction in utilisation equates to 40 car parking spaces which represents around 5% of pre-pandemic capacity.

There is a drop-off bay adjacent to the main entrance for visitors and patients to use with a 20-minute stay limit.

Peak car parking times at PCH are from 9am to approx. 1pm and 1.45pm – 6pm Monday to Friday. The peak usage times as shown in table 1 show that the busiest times for the UTC are mostly outside of these times. The GP Out of Hours service operates only outside of these peak times for the Peterborough City Hospital car park.

The current occupancy levels at the Peterborough City Hospitals remain low as demonstrated in the images in the appendix. This occupancy level has been consistent for several months now and is expected to remain low post COVID-19 as most of the outpatient services that are still operating in a remote way will continue to do so.

*See appendix one images 5 and 6.*

*See appendix two – NWAFT parking management report.*

## **Buses**

A number of Stagecoach buses run between Peterborough City Centre bus station and the Peterborough City Hospital site.

On Monday 1 March 2021, a new orbital bus route began operating. This route runs from Serpentine Green shopping centre in Hampton to Peterborough City Hospital with stops in Hampton and the Ortons. This route operates from Monday to Saturday between 9am and 3pm with hourly services. This is a trial route for 12 months, if successful more orbital routes could be considered.

## **The Green Travel Plan**

North West Anglia NHS Foundation Trust is responsible for the Peterborough City Hospital site. The Trust is in the final approval stages for their Green Travel Plan that has been developed in consultation with patients and staff to make sure that users can get to the site as safely and conveniently as possible.

The Green Travel Plan will contribute to an enhanced transport network that supports an increasing proportion of journeys being undertaken by sustainable travel modes and support a package of Smarter Choices that encourage and promote sustainable travel to all people travelling in and around Peterborough.

*See appendix three – NWAFT Green Travel Plan*

## **Travel Survey**

On 29 January 2021 between 9:00 and 12:30 staff asked people how they had arrived at the ED at PCH. The results are given in the table at appendix 4 below. Out of the 49 people who arrived

during this time, 13 people, or 27%, arrived by ambulance. The remaining 36 people, or 73%, arrived using their own transport. No-one arrived by public transport, taxi, walked or cycled.

*See appendix four – table 2 How people travelled to the ED at PCH on 29 January 2021.*

### 3.5 **Infection Prevention and Control (IPC) Update**

The designs for the new UTC elements at the Peterborough City Hospital site have all been designed with IPC in mind, particularly the reception and waiting areas.

NWAFT has been working hard since the start of the COVID-19 pandemic to ensure that all areas of the Peterborough City Hospital site are safe for patients who are visiting for reasons other than COVID-19.

The site has been developed to have red and green zones to ensure that infection from COVID-19 is reduced as much as possible and as with national guidelines, everyone attending site is required to wear a face covering, sanitise their hands and comply with social distancing. Flow through the departments is one way with separate routes through ED on entry and exit, this same approach will be applied to the additional UTC modular space created as part of the estate reconfiguration work.

People are encouraged to book a test online if they have symptoms of COVID-19 or use the NHS 111 telephone or online services if they need advice on how to manage their symptoms. People who present with symptoms of COVID-19 are immediately directed to particular areas (red zones) to ensure they are able to be treated appropriately but kept away from people presenting without symptoms.

The Trust wants people to have confidence to attend the site to receive care, whether for planned treatment or clinics or the proposed Urgent Treatment Centre.

In January 2021, when the impact of the COVID-19 second wave was experienced extra space was created across the Emergency Department at Peterborough City Hospital to create extra red capacity to manage the COVID-19 workload while still maintaining safe IPC compliant 'green' capacity. Doing this within the existing footprint is a challenge and as such, some people have had longer waits due to both physical space constraints to see patients and also because of the wider staffing pressures. Unlike in wave one, NWAFT did not see ED attendances drop off in wave two and these remained much closer to normal levels of activity creating additional overall demand on the services. As the numbers have started to reduce a little in February, performance has improved.

### 3.6 **Pharmacy Provision**

There is not currently pharmacy provision at the existing City Care Centre site where the UTC is located. When people are given a prescription in the existing UTC, they need to take this to their local community pharmacy to have it issued.

North West Anglia are looking at what options could be facilitated in terms of on-site pharmacy provision at Peterborough City Hospital to provide uplift to the pharmacy provision from that which was provided at the CCC and to find a more patient-centric solution. Further work is required on the options available, with a preferred model to be recommended and agreed with the CCG prior to service transfer.

GPs in the GP Out of Hours Services can also issue prescriptions and give emergency medication if it is required.

If a patient requires emergency medication at the time of treatment this will be issued, but any further medication will be given by prescription to be issued at a community pharmacy.

#### **4. CONSULTATION**

- 4.1 A public consultation ran from 4 August to 30 September 2020. Full outcomes and report can be found here:

<https://www.cambridgeshireandpeterboroughccg.nhs.uk/about-us/governing-body-meetings/governing-body-papers-2020-21/>

- 4.2 **Consultation with Peterborough Health Scrutiny Committee took place at the following meetings:**

7 July 2020

<https://democracy.peterborough.gov.uk/documents/s42336/3.%20Draft%20HSC%20Minutes%2007072020.pdf>

21 September 2020

[https://democracy.peterborough.gov.uk/documents/s42689/3.%20Draft%20Minutes%20-%20HSC%20-%2021092020.doc\\_.pdf](https://democracy.peterborough.gov.uk/documents/s42689/3.%20Draft%20Minutes%20-%20HSC%20-%2021092020.doc_.pdf)

The Green Travel Plan was presented to the Peterborough health Scrutiny Committee for discussion at its meeting on 3 November 2020.

<https://democracy.peterborough.gov.uk/documents/s43141/3.%20201103%20Draft%20Minutes%20-%20Final.pdf>

12 January 2021

<https://democracy.peterborough.gov.uk/documents/s43143/6.%20UTC%20and%20GP%20OOHs%20relocation%20programme%20report%20-%20HSC%20-%2012012021.pdf>

#### **5. REASON FOR THE RECOMMENDATION**

- 5.1 The Health Scrutiny Committee is asked to note the progress made regarding the relocation of the UTC and GP Out of Hours Services to be collocated with the ED at Peterborough City Hospital.

#### **6. APPENDICES**

- 6.1 *Appendix one – images relating to the UTC relocation programme.*  
*Appendix two – NWAFT Green Travel Plan*  
*Appendix three – NWAFT Parking Management Plan.*  
*Appendix four – table 1 How people travel to the UTC on 29 January 2021.*  
*Appendix five – service specification for UTC. Attached*

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