

ADULTS AND HEALTH SCRUTINY COMMITTEE	AGENDA ITEM No. 5
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REPORT ON THE URGENT TREATMENT CENTRE AND GP OUT OF HOURS SERVICES IN PETERBOROUGH CITY HOSPITAL, POST RELOCATION FROM PETERBOROUGH CITY CARE CENTRE

RECOMMENDATIONS
It is recommended that the Adults and Health Scrutiny Committee notes the Urgent Treatment Centre and GP Out of Hours services' position post relocation from Peterborough City Care Centre on 1 st of July 2021.

1. ORIGIN OF REPORT

1.1 This report is submitted to the Adults and Health Scrutiny Committee at the request of the members and Chair of the committee.

2. PURPOSE AND REASON FOR REPORT

2.1 The purpose of this report is to provide information and updates on the Urgent Treatment Centre and GP Out of Hours services' position post relocation from Peterborough City Care Centre on the 1 July 2021.

2.2 This report is for the Adults and 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.

2.3 The Trust remains open to arranging a visit to the new Urgent Treatment Centre for members of the Adults and Health Scrutiny Committee at an appropriate time so that members have the opportunity to see the reconfigured estate as well as the Urgent Treatment Centre and Emergency Department in operation.

4. BACKGROUND AND KEY ISSUES

4.1 The NHS Long Term Plan published on 7 January 2019, talked about five major changes to the NHS. Chapter 2 of this plan is clear that local NHS organisations need to *“redesign and reduce pressure on emergency hospital services”*.

To start meeting both objectives effectively, Cambs & Pet PCCG launched a public consultation on 5 August for 8 weeks until 30 September 2020 on the proposal to move the Urgent Treatment Centre and the GP Out of Hours (OOHs) Services from the City Care Centre in Thorpe Road

Peterborough to the Peterborough City Hospital (PCH) site to be located alongside the Emergency Department.

The consultation was completed and in order to meet the national UTC standards, the Peterborough and Cambridge 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. North West Anglia NHS Foundation Trust was awarded a contract to manage the Urgent Care Treatment service once relocated and until 31 March 2022.

A significant amount of work and planning went in to ensuring the smooth transition of these services; the key work streams included Estates Transformation, Transfer of UTC Service, Staff Transfer, New Clinical Model and GP Out of Hours relocation. Both services have been successfully relocated to the Peterborough City Hospital effective from 1st July 2021.

In September 2021, within the UEC 10 Point Action Recovery Plan systems were further asked to continue *“expanding urgent treatment centre (UTC) provision and increasingly moving to a model where UTCs act as the front door of ED, to enable emergency medicine specialists to focus on higher acuity need within ED”* and therefore the North West Anglia NHS Foundation Trust focus remains on the delivery various improvements that involves the development of the UTC service and its processes and pathways.

5. UTC AND GP OUT OF HOURS SERVICES POST RELOCATION

5.1 Estates reconfiguration

To enable the Urgent Treatment Centre Service and the GP Out of Hours Service to relocate, North West Anglia NHS Foundation Trust delivered estates reconfigurations across all Urgent and Emergency Care (UEC) services at Peterborough City Hospital, including a brand new modular building adjacent to the PCH Emergency Department to accommodate both relocating services.

The new modular unit, as well as reconfiguration of the Emergency Department (ED) estate, including clinic rooms and waiting areas, created a new bespoke space for UTC which now comprises of:

- 10 Consultation rooms
- 7 Trolley spaces
- 2 Treatment room
- 1 Assessment room
- 1 Eye assessment room
- Clean and dirty utility rooms
- Waiting area for 38 patients - (*the number of waiting room spaces would have been impacted by the 2m social distancing measures during the pandemic, now reduced to 1m)

The reconfiguration works also included a complete modernisation of the Reception area and various changes to the North West Anglia NHS Foundation Trust patient electronic system (Symphony), including an introduction of the new electronic NHS 111 appointments (booked directly in Symphony for the UTC and ED) and new walk-in appointments for patients who are able to return at a later time.

The Adult and Health Scrutiny Committee are invited to visit the UTC service when the winter and pandemic related pressures start to ease.

5.2 Service Model

Urgent Treatment Centre (UTC) at Peterborough City Hospital is a GP led service commissioned by CPCCG for 12 hours a day (08.00-20.00), every day, offering appointments that can be booked through 111, GP referral or walk in, and is equipped to diagnose and deal with many of the most common ailments.

Since the relocation of the services the following has been achieved:

- A single front door to all the urgent and emergency care services at Peterborough City Hospital.
- Resilience through better service efficiency and reduced duplication of provision between UTC and Emergency Department, by fully integrating all Type 3 activity
- A service covering the full range of injuries and illnesses with access to diagnostics, such as x-rays and scans, as well as specialist opinions, should they be needed. The services are available to adults and children of any age with a combination of pre-booked appointments and walk-in access.
- Patients only have to travel to one location for all of their urgent and emergency health needs and no longer have to work out which service is the most appropriate for them.
- Trained healthcare professionals at the front door ensure patients get the right care at the right service by providing a comprehensive Initial Assessment that includes Navigation and Redirection to alternative services within the Trust or back in the community e.g. GP practices, Pharmacy. They take a brief history and perform basic observations before directing patients to the most appropriate service depending on their injuries or illness.
- An ability to take 999 ambulances that arrive directly at the ED or can bring the UTC suitable patients directly to the service bypassing the ED Ambulance Offloading bay and reducing the ambulance offloading delays
- The continuance of the GP Out of Hours Service as required, which are booked through NHS 111 if clinically required. This has not changed.

Service Delivery and Impact on patient access and patient experience

The UTC performance, since the service relocation in July 2021, has improved by 2.4% from Quarter 2 to Quarter 3 and sat at 86.1% in January 2022 despite significant staffing challenges that came about due to the latest Covid-19 surge. Another aspect of the Covid-19 surge which had impacted on the UTC performance during Quarter 3 is related to the Covid-19 surge escalation procedures which resulted in Majors activity 'over spilling' into the UTC trolley cubicles on a daily basis to support more timely ambulance offloads during the recent months. This in essence impacted on the physical space available in UTC to see the Type 3 activity.

An internal service review was completed in October 2021 to review the UTC service against the national clinical indicators and to assess in more detail the staffing model against recent patient demand and in order to agree further actions to improve the UTC performance, patient access and experience.

Initially a 'lift and shift' model was used to relocate the UTC workforce to Peterborough City Hospital which meant no changes to the service opening hours and no changes to the staff shift patterns at the time of service relocation. This model however has not met the service needs since relocating to PCH and as a consequence patients were experiencing long waits at the Initial Assessment and long waits to be seen, in particular during the evening activity surges.

An initial service review has identified a misalignment of our Emergency Practitioner (EP) resource. The review has subsequently resulted in a successful staff consultation process conducted between November 2021 and January 2022 to adjust the staff shift patterns. The review of the demand and capacity also resulted in North West Anglia NHS Foundation Trust agreeing to an additional investment into the Emergency Practitioner establishment within UTC, to support the management of Minor Injuries case mix. The additional posts are currently being recruited to.

The recruitment process to the General Practitioner posts within UTC has proven challenging. Although North West Anglia NHS Foundation Trust have secured 1.2WTE GP's to support the running of UTC (against the establishment of 2.85WTE), their start dates have been delayed by their notice periods and other circumstances beyond the Trust's control. One General Practitioner is already in post and one is due to start at the beginning of May 2022.

The GP gaps have been mitigated to date by the locum Emergency Medicine (EM) Consultant appointment who supported a 'hybrid' medical model. The hybrid model, both General Practitioners and EM Consultants covering the Medical shifts, has proven successful and it is a model that North West Anglia NHS Foundation Trust will want to continue with to drive an integrated workforce approach to optimise the UTC service performance.

With the ongoing recruitment into the new Emergency Practitioner posts, robust plans to develop the medical 'hybrid' workforce model, ongoing work to strengthen the available practitioner skill mix, changes to the shift patterns coming to effect in March 2022 and the staff absence levels reducing post the latest surge of Covid-19, North West Anglia NHS Foundation Trust are confident in delivering further improvements to the UTC service performance, patients access and experience.

6. PARKING AND PUBLIC TRANSPORT

6.1 Background

We know from the previous analysis that the primary mode of transport to the UTC is by car and only a small number of patients walked or used public transport including taxis. We continue to monitor the parking and transport needs of patients attending of patients attending the UTC and ED so that we are able to respond to any shifting needs.

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.

Peak car parking times at PCH are from 9am to approx. 1pm and 1.45pm – 6pm Monday to Friday. Our peak usage times analysis shows 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.

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 was a trial route for 12 months, if successful more orbital routes could be considered.

The Trust recently approved its Green Plan in line with the 'Delivering a Net Zero Health Service' report which includes a section on Travel and Transport as a part of this overarching plan. See [Appendix 2 Attached](#) for the Green Plan 2022.

6.2 Impact of the relocation of the UTC on Parking and Transport

The relocation of the UTC at this current time has not impacted on car parking primarily due to many outpatient appointments continuing as virtual appointments. No issues or concerns regarding access to site for both staff and patients have been raised. This will be closely monitored as the Trust return to pre-covid outpatient arrangements for appointments.

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 prior to the pandemic.

Local communities had expressed concern to councillors that our staff were parking in areas neighbouring PCH due to lack of parking on site. No further issues or concerns have been raised by local residents or councillors. We recognise that this would be a concern for local residents, and we remind staff regularly to park appropriately. Additionally, the Trust has made it far easier for staff to park on site by making car parking for staff free.

7. REASON FOR THE RECOMMENDATION

- 7.1 It is recommended that the Adults and Health Scrutiny Committee notes and comments on the update on the relocation of the Urgent Treatment Centre and GP Out of Hours Services from the City Care Centre Thorpe Road to the Peterborough City Hospital site including the impact on transport and parking.

8. APPENDICES

- 8.1 Appendix 1– UTC Performance 2021/22
Appendix 2 – Green Plan 2022

Appendix 1 – UTC Performance 2021/22

Site	Measure	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Total
Peterborough														
	A&E Attendances - Type 3	71	117	217	4801	4313	4610	4231	4053	3503	3505			29421
	A&E Breaches - Type 3	1	1	14	661	798	797	493	531	620	523			4439
	Performance	98.6%	99.1%	93.5%	86.2%	81.5%	82.7%	88.3%	86.9%	82.3%	85.1%			84.9%
	Booked appointments at Other departments				361	290	254	241	311	345	369			2171
	4 hour breaches in booked appointments at other departments				11	6	15	5	6	21	15			79
	Performance				97.0%	97.9%	94.1%	97.9%	98.1%	93.9%	95.9%			96.4%
	Type 3 Total	71	117	217	5162	4603	4864	4472	4364	3848	3874			31592
	Type 3 Breaches	1	1	14	672	804	812	498	537	641	538			4518
	Performance	98.6%	99.1%	93.5%	87.0%	82.5%	83.3%	88.9%	87.7%	83.3%	86.1%			85.7%

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