

## **Extended Primary Care Services in Southwark: progress report Overview and Scrutiny Committee**

### **1. Background**

NHS Southwark Clinical Commissioning Group (CCG) undertook a review of urgent care services across Southwark during 2013 including our local Walk-in Centre. Local analysis and engagement with residents showed the current model for accessing primary care was neither consistent nor optimal with:

- variation in service provision and quality
- system is complicated and difficult for patients to navigate leading to use of A&E and other urgent care services as default
- different ways in which these services are funded and commissioned leads to fragmentation, duplication and inefficient use of resources.

Following the review of the Walk-in Centre, Southwark CCG agreed to commission an alternative service across Southwark delivering extended primary care access. The CCG made an investment of £2.1 million to fund recurrent service costs and was successful in securing Challenge Fund resources (£975K) to support infrastructure, GP engagement and set up.

The key elements of the new service model are:

- Access point in two locations across Southwark, 8am – 8pm, 7 days a week – accessible via booked appointments in primary care (local general practice and GPOOH) and referral from King's A&E/ other agreed urgent care access points.
- Access to patient primary care record
- Rapid telephone management by senior clinician to support robust demand management and balance the needs for same day demands with the needs of patients who require continuity of care for planned care needs.
- Alignment and consistent application of access policies across general practice

The new service, providing additional levels of access to Southwark patients, will operate seven days a week, 8am to 8pm. The CCG has commissioned this new model of care from the two neighbourhood GP federations - Improving Health Ltd (IHL) and Quay Health Solutions (QHS). The CCG has kept the Oversight and Scrutiny Committee (OSC) apprised of progress since the review of urgent care services first began in late 2013 and this paper provides an update on progress.

### **2. Progress to date**

This service will be delivered from two sites across the borough – Lister Health Centre in the south and Bermondsey Spa in the north. The first site went live at the Lister Health Centre on 11 November 2014 and an overview of progress to date is provided below. The second site in the north is due to go live on 1 April 2015.

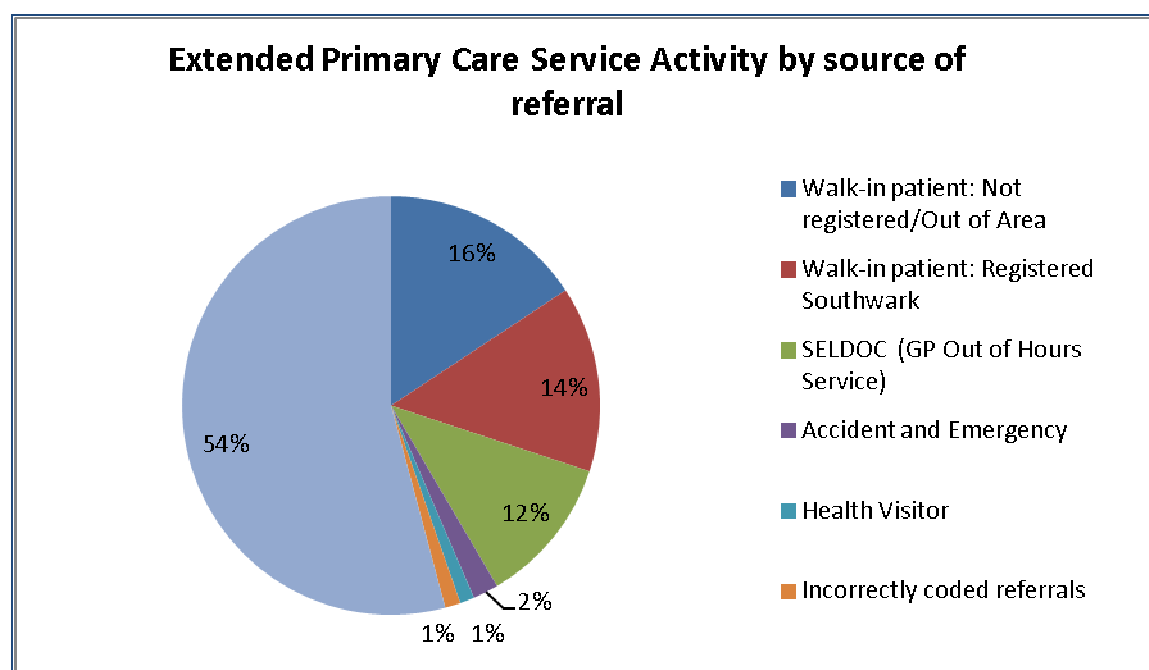
#### **a) South service: Lister Health Centre**

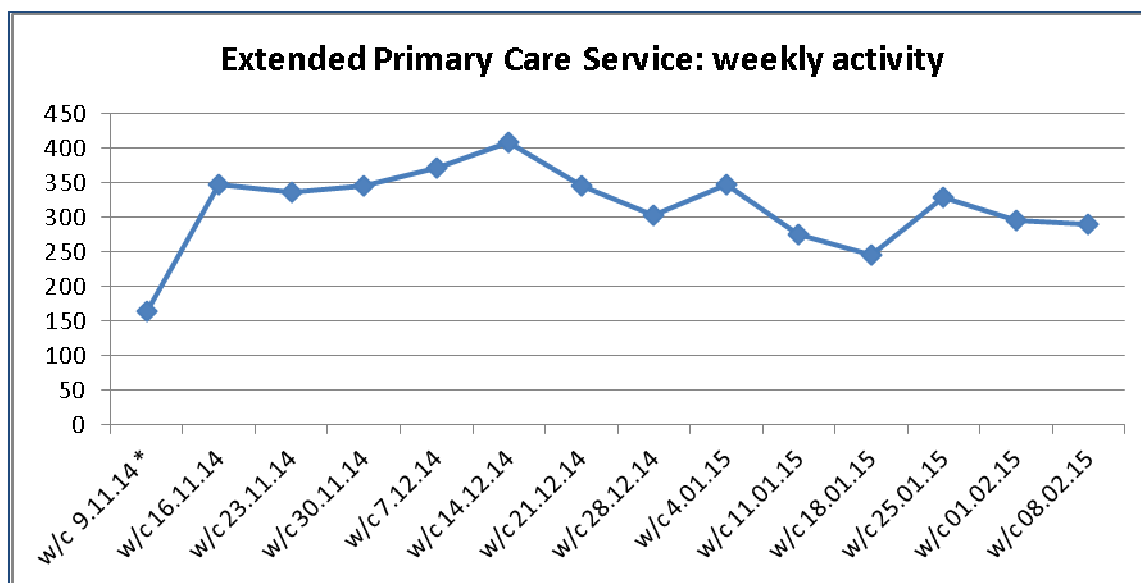
##### **i) Service activity**

- Overall activity: Over the first 14 weeks over 4500 patients have been seen in the Extended Primary Care Service (EPCS), over half of which were booked via general

practice. All practices have now used the service, although utilisation varies. After a steady increase, activity dipped during the holiday period which was mainly driven by a reduction in practice referrals to the service.

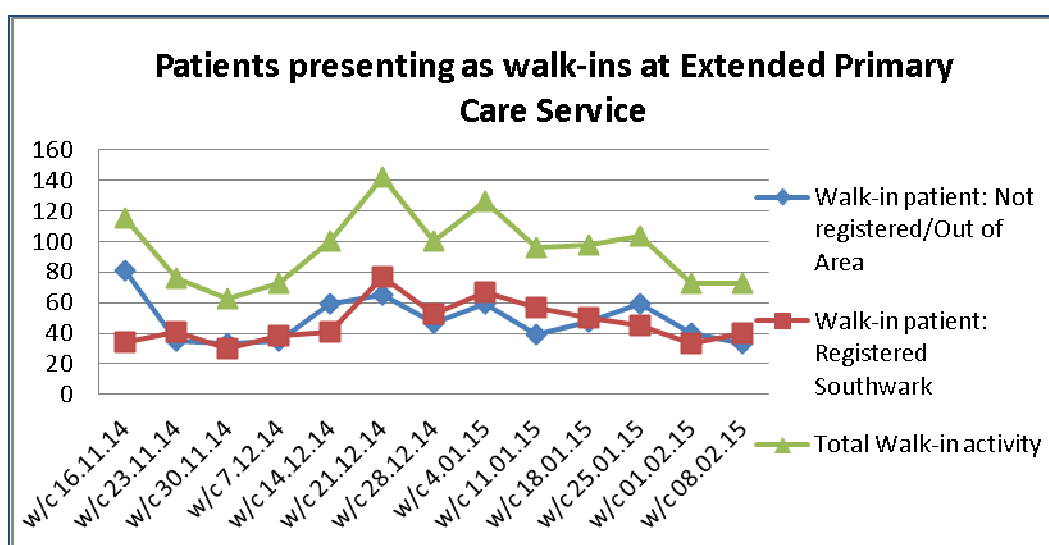
Source of referral	Activity
Walk-in patient: Not registered/Out of Area	707
Walk-in patient: Registered Southwark	649
SELDOC (GP Out of Hours Service)	516
Accident and Emergency	89
Health Visitor	50
Incorrectly coded referrals	54
Practice booked appointments	2440
<b>TOTAL</b>	<b>4505</b>



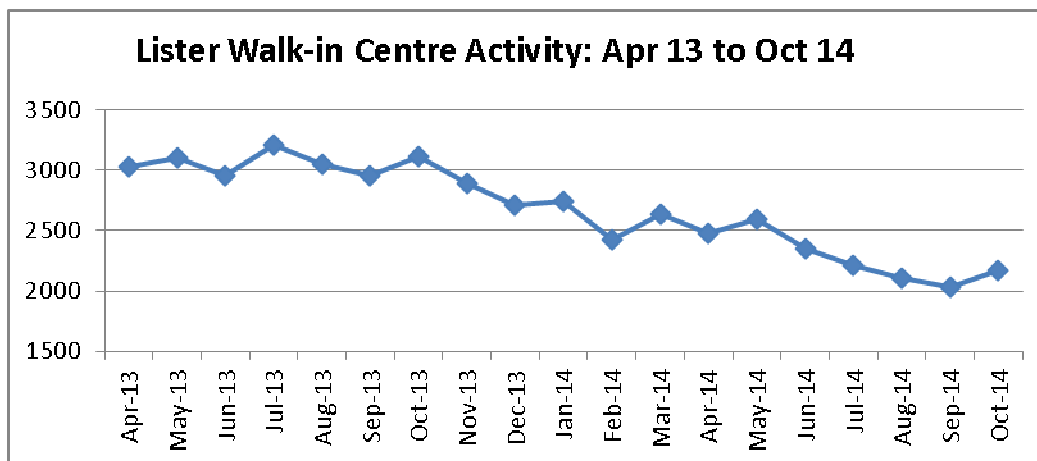


- Walk-in presentations:** As the Committee will be aware, the EPCS replaces the Walk-in Centre previously based at the Lister Health Centre, which was decommissioned in November. Whilst there was work undertaken during October and November to communicate the service changes to the public through a number of mechanisms it was recognised that some patients may continue to present at the centre. Therefore the CCG has agreed a transitional arrangement will be in place to manage this cohort of patients and ensure they receive appropriate clinical treatment. This arrangement will be reviewed after six months and take into account patient activity and activity. In addition, there are PALS officers on site to provide information and support registration.

The graph below shows that whilst walk-in presentations to the new service reduced over the first three weeks, an increase was seen leading into the holiday period as may be expected. However the number of walk-in presentations has continued to decrease over January and February. There is ongoing work to understand the types of patients presenting and this information will be shared with practices as part of regular reporting.



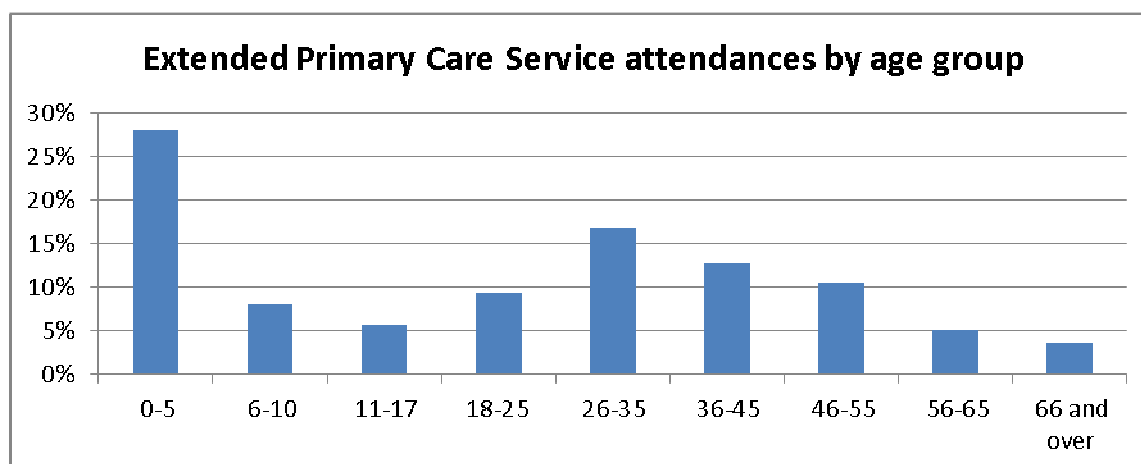
It should be noted that the number of patients self-presenting to the EPCS remains low relative to activity levels at the previous Walk-in Centre. During December, there were 418 walk in presentations to the Extended Primary Care Service which compares with a monthly average of approximately 2200 patients attending the Walk-in Centre during 2013/14. It should also be noted that the activity at the Lister Walk-in Centre had decreased year on year as shown below.



Further information on activity at surrounding Walk-in Centre's has been requested; however anecdotally, no increases in Southwark presentations have been reported. Work to improve coding will provide clarity on the distribution of out of area patients as opposed to unregistered local patient.

- Distribution of activity

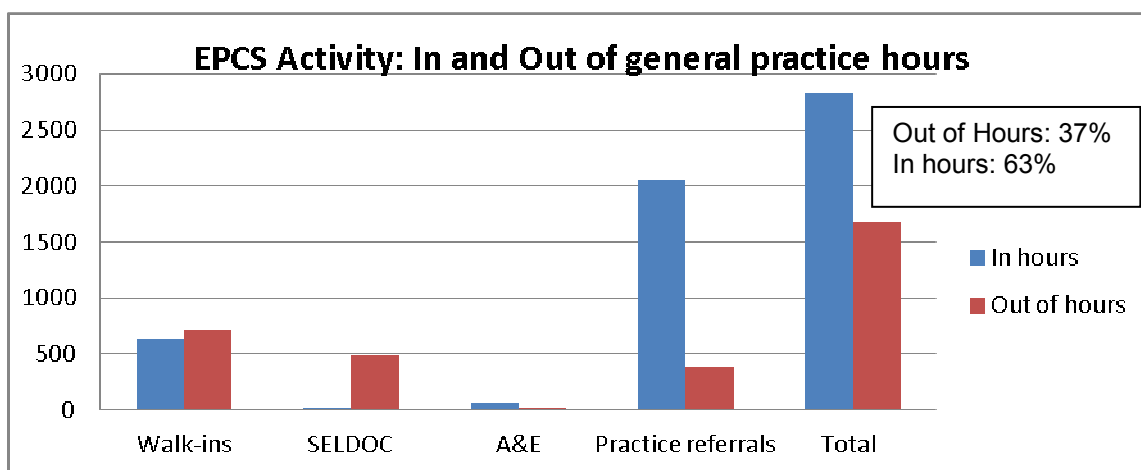
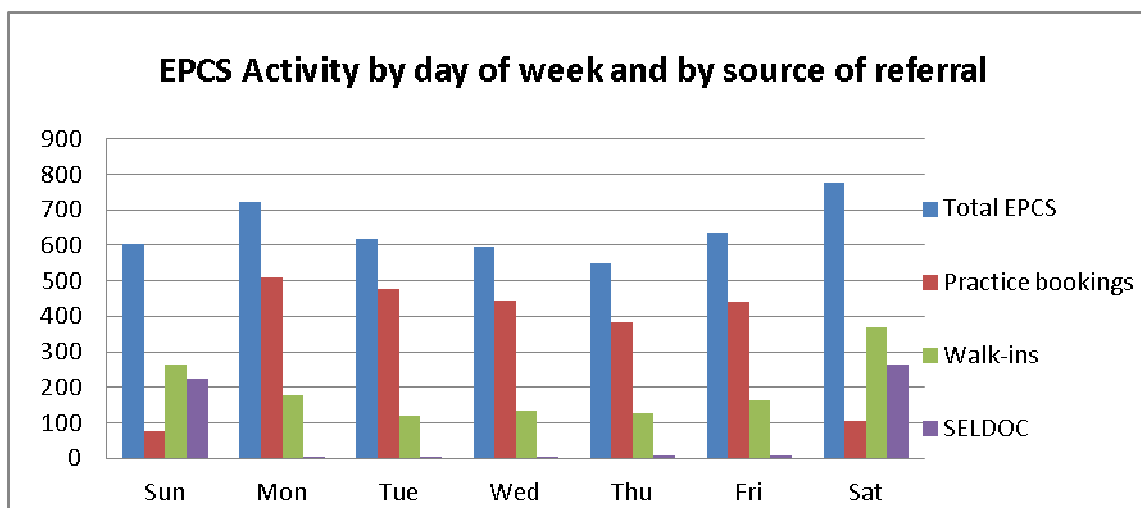
Age: Young children accounted for the majority of attendances over the first three months, with just over a third of patients aged 0 to 10 years, whilst younger working age adults (18-45) made up 39% of presentations. The planned communication and engagement campaign aims to target these particular groups.



Day and time: This service aims to improve access to primary care services and to date over a third of appointments have been delivered outside of core GP hours. The distribution over

the week is relatively even although the busiest days are Monday and Saturday. Areas for development include

- Practice referrals for Sunday appointments and early morning slots: this would be considered as part of the borough wide work to review and align practice access policies.
- SELDOC: The local GP out of hours provider has continued to refer to the service and whilst activity has increased since go-live, absolute numbers remain relatively low. Whilst the majority of referrals would be expected take place over the weekend, SELDOC are able to book morning appointments during the week and this is an area that will be explored.



• Impact upon A&E

The Lister Health Centre is located near King’s Emergency Department and there is a re-direction pathway in place. A comparison of activity at the King’s Urgent Care Service, which is staffed by GPs and manages minors, in the periods before and after the service went live in 2013 and 2014 was undertaken to consider any changes in minor attendances at King’s ED. This showed no significant changes following the launch of the service.

At this point in time it is not possible to assess the impact of the service on urgent and emergency care services in a meaningful way. This is due to a number of factors including the short period of time the service has been running for, the holiday period not being representative of usual service utilisation and the wider

issues impacting upon A&E performance. The CCG is working with relevant parties to more clearly understand the impact upon patient flows and the wider system.

The service provider met with King's Emergency Department leads in February to review the re-direction protocol and identify opportunities for improvement which includes providing access to the electronic shared appointment system.

- Health Visitor Service: a new service, funded through NHS England winter monies, operating at weekends and accepting referrals from the Extended Primary Care Service began in December and there are discussions in progress to increase activity
- Coding: Please note there is ongoing work to improve coding and reporting and some caveats on the data provided here.

#### **ii) Practice and patient feedback including complaints**

- Since go-live in the south site, all twenty member practices have used the service, although utilisation has varied. The Improving Health Ltd (IHL) team has completed a programme of 'check-in' calls and practice visits which has informed ongoing service improvements. Feedback to date has been positive.
- Patient feedback has been positive, with 97% of survey respondents indicating they were 'Extremely likely' or 'Likely' to recommend the service to friends and family. The service is in the process of collating this information and summary reports will be considered as part of contractual discussions. Patient experience and views of the changes to the overall primary care pathway including consistent telephone management, will be considered as part of the local evaluation. This is being overseen by the Challenge Fund Steering Group.
- **Complaints and incidents**  
The CCG funded two Patient & Liaison Services (PALS) officers to support patient navigation and signposting during the transition period. The PALS log of issues and complaints has highlighted themes and issues. This is reviewed at weekly provider management team meetings and reported to Commissioners. In some instances, this has highlighted a lack of clarity regarding the scope of the service. For example, there have been some inappropriate referrals to the service from practices which has reinforced the need for timely senior clinical review. The provider clinical lead has reviewed cases and followed up with the practices in question. The service provides both GP and Nurse Practitioner appointments and feedback has highlighted the need to clearly communicate this to patients at the point of referral. Subsequently this has been reiterated in practice communications.

Any incidents will be raised at provider senior management team level and reported as part of standard contractual monitoring process.

#### **b) North service: Bermondsey Spa**

- Scope of service: The north service will be delivered from Bermondsey Spa and provide appointments for same day and urgent care needs, in line with the model operating in the south of the borough. However it will also offer some routine appointments, namely some routine tests, dressings and contraception delivered by a practice nurse.
- Service start date: The service is now due to go live on 1 April 2015. Whilst it was originally due to mobilise on 24 February 2015, following internal review and discussion

with the service provider a new mobilisation start date was agreed. This has been agreed with NHS England, as co-Commissioners.

- **Premises:** The CCG commissioned a utilisation review in September to identify a well located space in the north of the borough, following confirmation that no single GP practice could accommodate the Extended Primary Care Service. The preferred option was Bermondsey Spa Medical Centre, however the freeing up of appropriate space required the consolidation of some GSTT services from Bermondsey Spa to Artesian. The CCG has worked closely with GSTT to
  - appraise the Overview & Scrutiny Committee of the changes and plans in place to manage this
  - support communication to patients affected by the changes through development of appropriate materials and
  - review progress and ensure the service moves were completed within the required timescales. The service moves were completed on 6 February 2015.

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February 2015