



Urgent Care in Surrey Heartlands

Surrey County Council Adults & Health Scrutiny
Committee

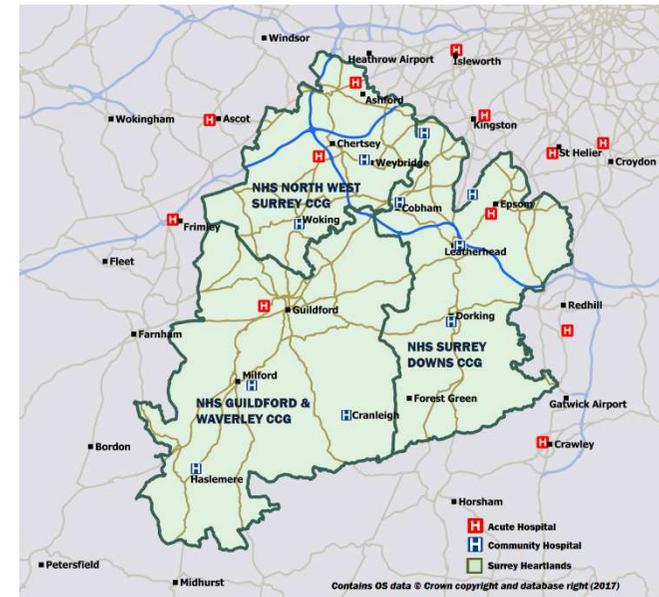
13th June 2019

Working together as the Surrey Heartlands Clinical Commissioning Groups

Guildford and Waverley CCG | North West Surrey CCG | Surrey Downs CCG

Introduction: how care is planned and commissioned across Surrey Heartlands

- The **Surrey Heartlands** Integrated Care System currently covers the footprint covered by:
 - Guildford and Waverley CCG;
 - North West Surrey CCG; and
 - Surrey Downs CCG.
- The three CCGs work closely together with one Joint Accountable Officer and a shared management team
- With certain functions e.g. urgent care, still commissioned by each CCG individually
- This also reflects our new **Integrated Care Partnerships (ICPs)** – local partnerships of health and care - which are developing their own models of care including the planning and delivery of urgent care at local level
- East Surrey CCG has been developing their own proposals for urgent care and will liaise separately with the Adult & Health Scrutiny Committee



Urgent care defined

Out of Hospital Care



GP appointments



Walk-in services



Community services



District Nursing



Therapy services



Mental Health services



Health visitors

Urgent Care



GP Out-of-Hours



Walk-in centres



Minor Injuries Units



Urgent Care Centres



NHS 111



Safe Haven



CYP Haven

Emergency Care



Accident & Emergency



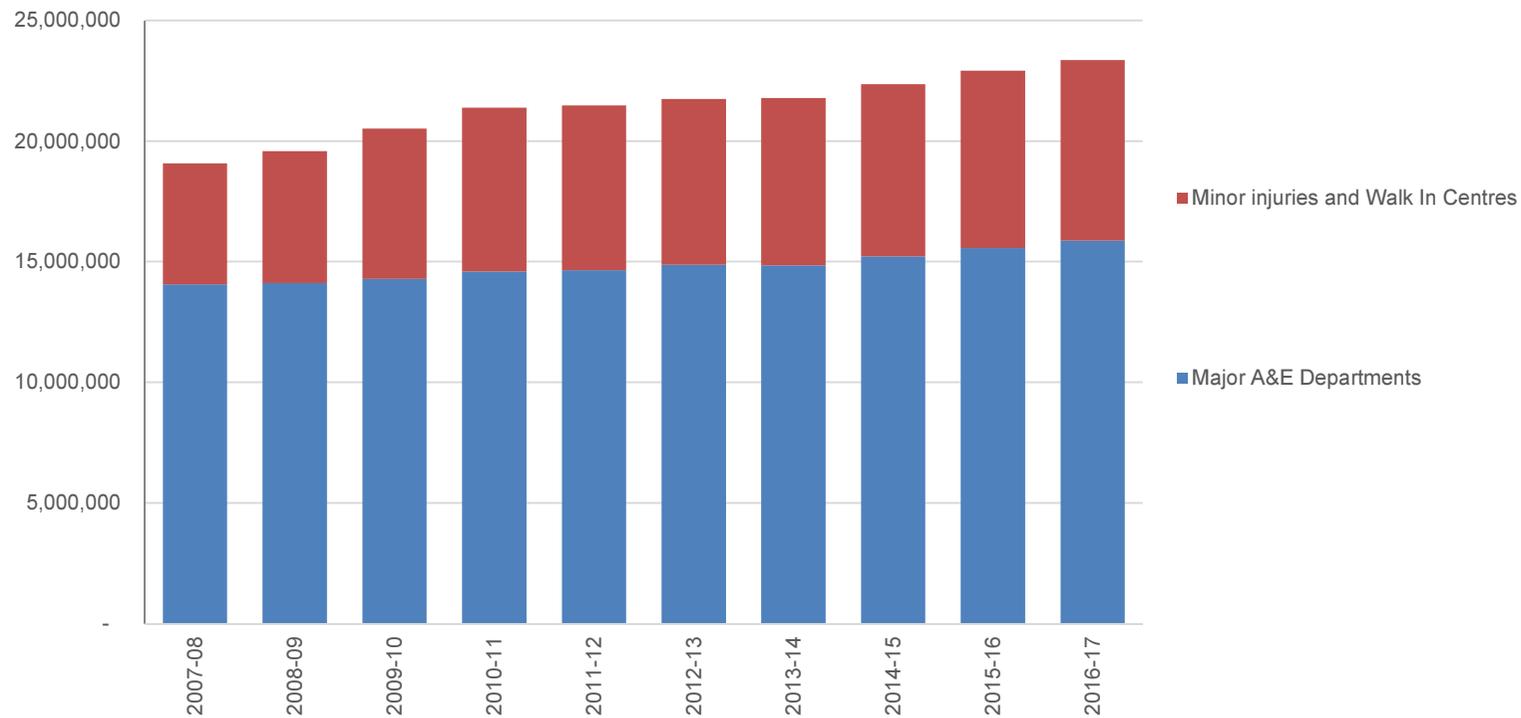
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Crisis Line

Increasing demand

- As with the wider NHS, Urgent Care has seen rising demand
- For example, in 2007-08 minor injury units and walk-in centres accounted for 26% of all urgent/emergency attendances, increasing to 32% in 2016-17



The development of urgent care services

- A range of different developments are continuing to transform the ways in which urgent care is delivered for our populations and we need to be cognisant of all these in developing future proposals
- As well as walk-in type services (such as Walk-in Centres, Minor Injury Unit) this includes:
 - NHS 111 – a new contract went live in April this year to provide a new Integrated Urgent Care service which includes a new Clinical Assessment Service and direct booking for urgent GP appointments
 - GP Extended Access – additional appointments that are offered at a number of ‘hub surgeries’ in the evenings and at weekends; and
 - LIVI – an online GP Consultation service operating in North West Surrey as a trial – if successful this could be rolled out to the other ICPs

Our urgent care transformation programmes

- Two programmes:
 - The Big Picture – North West Surrey
 - Better Care Together – Guildford & Waverley
- Both looking at how urgent care services can best be delivered within the wider context of out of hospital care
- With a particular focus on their respective walk-in sites and how they fit within the wider context and their impact on local Emergency Departments
- Geographically each programme covers the local CCG population and *surrounding areas* – (in particular the high number of Hampshire patients who use the Minor Injury Unit at Haslemere)
- The programmes are also looking at local health needs and the differences between urban and rural population profiles

New national guidance for urgent care

- NHS England has developed clear guidance for delivery of urgent treatment centres to standardise the provision of walk-in services (e.g. Walk-in Centres and Minor Injury Units)
- This has specific implications in terms of our existing walk-in sites due to the difference between current services and the new specification
- Reconfiguring all existing services to meet the Urgent Treatment Centre specification may have a significant impact on workforce availability, access and cost depending on the delivery model deployed

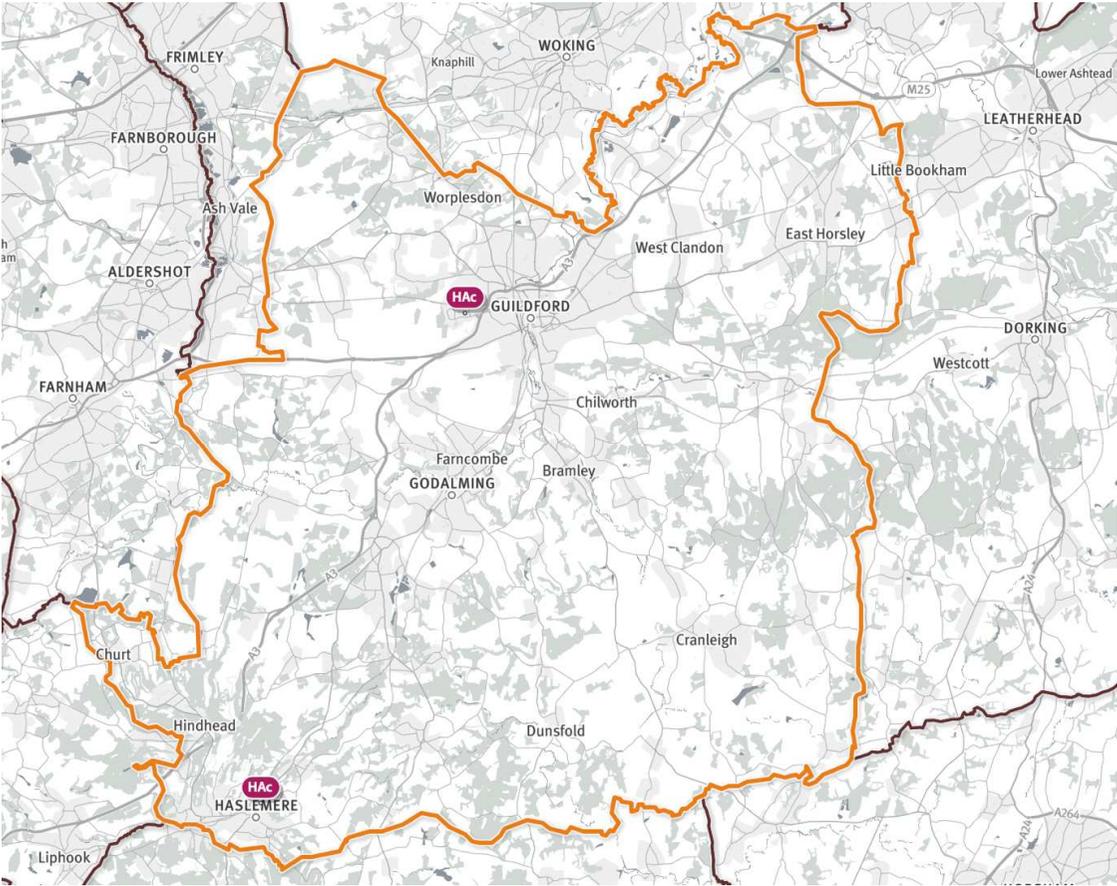
CCG/ICP area	Current Service Type / Location
Surrey Downs	Urgent Treatment Centre at Epsom Hospital
Guildford and Waverley	Minor Injuries Unit at Haslemere Community Hospital
North West Surrey	Urgent Treatment Centre at St Peter’s Hospital Walk-In Centre in Weybridge Community Hospital Walk-In Centre in Woking Community Hospital Walk-In Centre in Ashford Hospital

Keeping a local focus

- Each ICP is managing their own review of urgent care including any resulting designation of Urgent Treatment Centre(s) as separate programmes
- This applies to both Guildford & Waverley and North West Surrey ICPs as both currently have a Minor Injury Unit and Walk-in Centres respectively which will no longer meet the new NHS England guidance
- This reflects the local flow of patients and each area's distinct geography
- We also need to consider any future health needs which are distinct to each area, but also wider elements that would help shape the development of proposals. This would include elements such as:
 - Deprivation and inequalities
 - Access
 - Clinical governance & standards
 - Developments in surrounding health and care systems

Where urgent care is delivered

1. Guildford and Waverley CCG/ICP

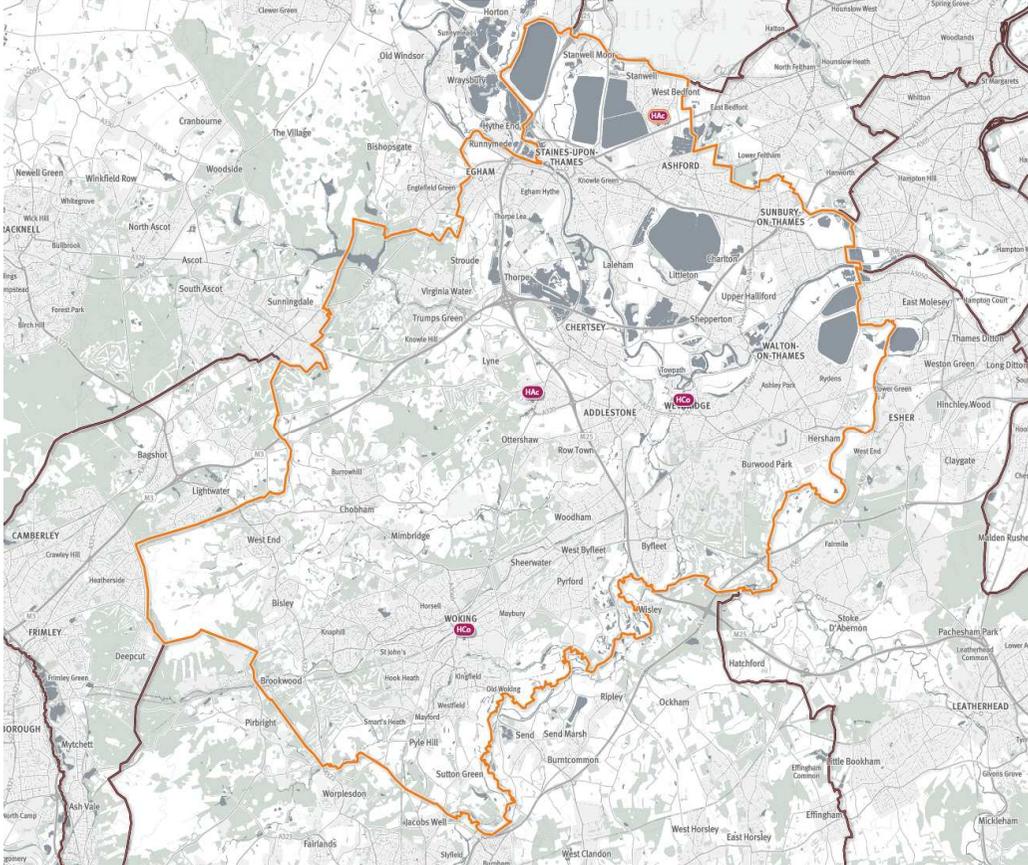


Location	Type of Provision
Haslemere Community Hospital	Minor Injuries Unit
Royal Surrey County Hospital	A&E

Where urgent care is delivered

2. North West Surrey CCG/ICP

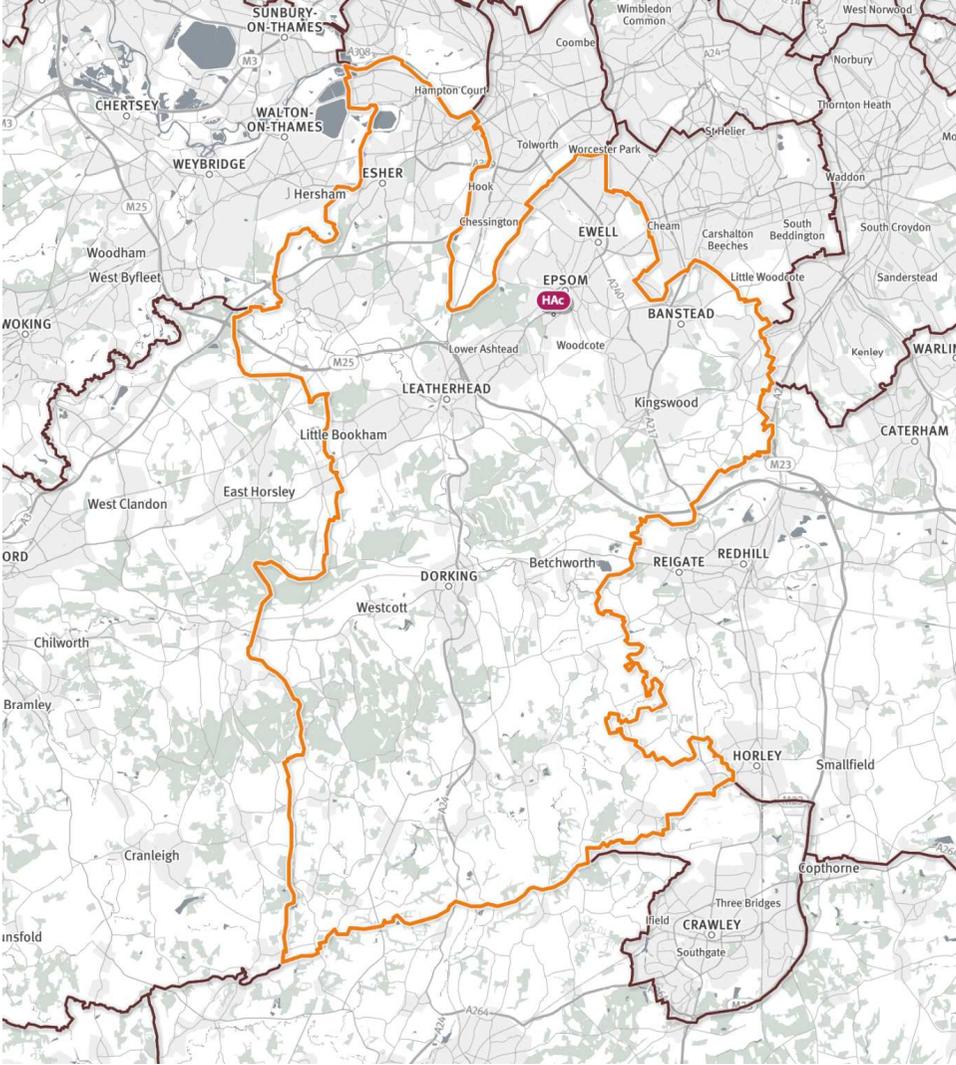
Location	Type of Provision
Ashford Hospital	Walk-In Centre
Woking Community	Walk-In Centre
St Peter's Hospital	Urgent Treatment Centre / A&E
Weybridge Community Hospital	Walk-In Centre



Where urgent care is delivered

3. Surrey Downs CCG/ICP

Location	Type of Provision
Epsom General Hospital	Urgent Treatment Centre



Our approach to engagement and potential public consultation

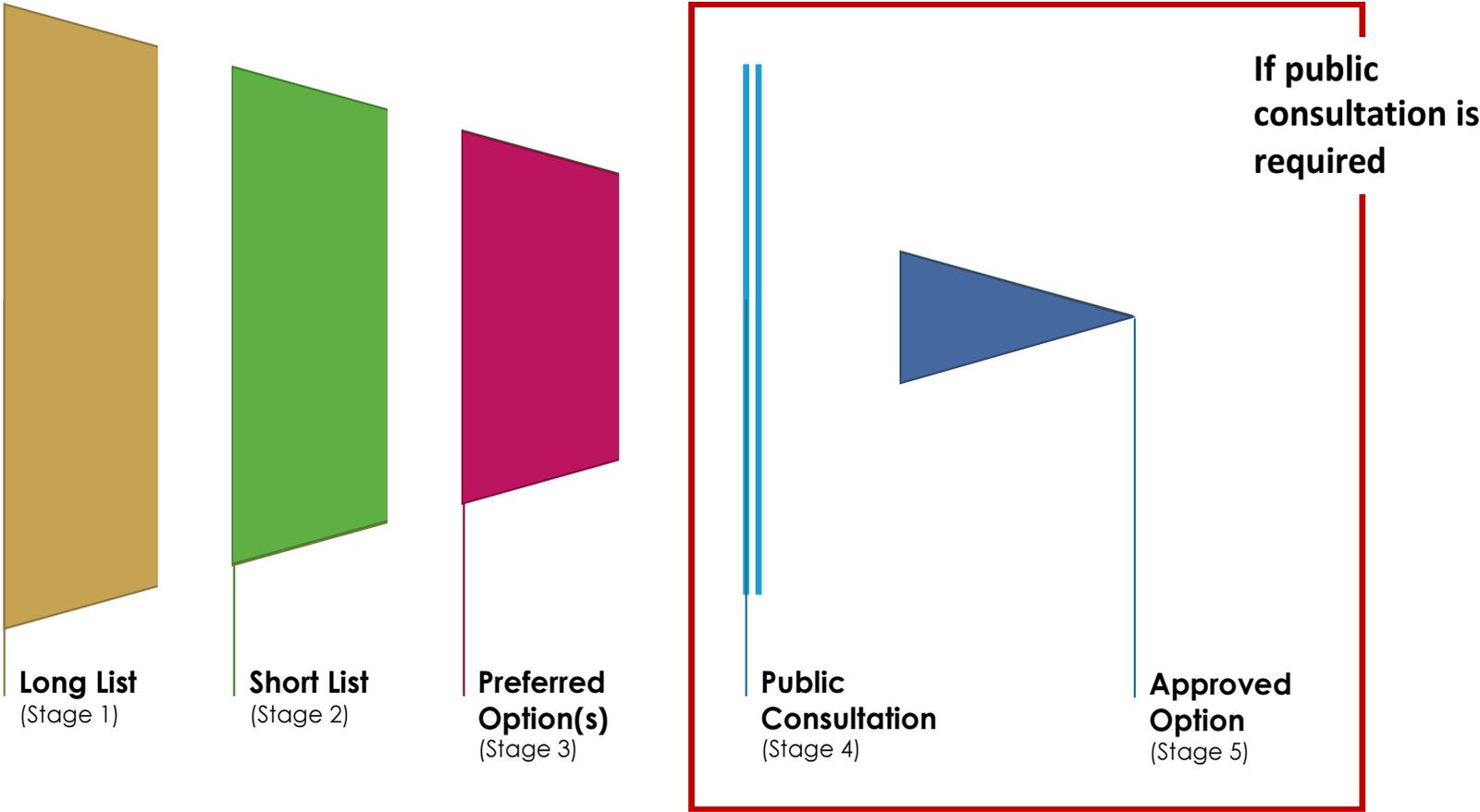
- As you will know, NHS organisations are expected to engage local populations as they develop new pathways and service proposals
- Each Programme includes a Stakeholder Reference Group to act as a *critical friend* and to test and inform our engagement plans with patients, stakeholders and the wider public
- The Big Picture programme (covering NW Surrey) held a number of engagement events with the public between October 2018 and January 2019 (*more details on the North West Surrey CCG website*) to understand what local people think about urgent care services
- The Better Care Together programme (covering Guildford & Waverley) has recently held its first Stakeholder Reference Group and engagement will begin this summer
- Each programme is also undertaking an integrated impact assessment and travel analysis to understand the impact of any pathway changes/proposals
- Importantly both Programmes met the HICSC Chair in April to discuss our respective approaches in detail

Clinical engagement

- Each programme is engaging with local clinicians through their respective Clinical Working Groups, ensuring the programmes are clinically led
- Both programmes have also appointed / are appointing independent GP members to ensure an independent view and clinical opinion
- The Clinical Executive in North West Surrey and the Local Clinical Commissioning Committee in Guildford & Waverley have also been regularly engaged in how the programmes are developing
- We have also involved wider groups of clinicians from across the system and beyond at key points within the programme

Developing proposals

- Each Programme will use a similar process to develop proposals as set out below (with stages 4 and 5 only taking place if significant service change is proposed):



Conclusions

- North West Surrey and Guildford and Waverley CCGs have begun a process whereby public and local clinicians are at the heart of their engagement planning and decision-making processes
- There are significant changes to the way Urgent Care is being delivered across the wider geography
- The development of both programmes will help inform the shape and direction of any proposed changes
- No decisions have yet been made by either CCG
- Further work is required to develop a comprehensive evidence base that will allow any recommendations to be developed which may or may not require public consultation
- Both programmes will look to the Adult & Health Scrutiny Committee to help shape proposals and engagement plans with local communities

Recommendations to the Committee

1. That the Adult & Health Scrutiny Committee supports the decision to undertake development of proposals at a local level based on:
 - Local Patient Need
 - Patient Activity and Flows
 - Development of Integrated Care Partnerships
 - Need to develop proposals for a health facility on the site of the Weybridge Community Hospital/Primary Care Centre in NW Surrey which was destroyed by a fire in July 2017
2. The Committee comments on the progress made in developing proposals on Urgent Care, and specifically in relation to patient, public and stakeholder involvement as well as the involvement of local clinicians
3. The Committee identifies how and where it would like to be engaged further in the development of proposals, and specifically how it might support the development of a Preferred Option or Options for each of the Programmes