

**Nottingham Urgent Care Centre
Health Scrutiny Committee report
June 2016**

1 Background

1.1 National Context

In 2013, the National Medical Director of NHS England published the 'Review of Urgent and Emergency Care', which proposed a fundamental shift in provision of urgent care, with more extensive services outside hospital and patients with more serious or life threatening conditions receiving treatment in centres with the best clinical teams, expertise and equipment.

In his report, Professor Sir Bruce Keogh sets out the vision that, 'Firstly for those people with urgent but non-life threatening needs we must provide highly responsive and personalised services outside of hospital' and highlights that nationally, "40% of patients attending ED are discharged requiring no treatment at all: there were 1 million avoidable emergency hospital admissions last year". Locally, data has shown that figure is nearer to 50%, with the inclusion of patients who are provided with advice only and a further 25% receive diagnostic x-ray as their first investigation.

The Urgent Care Centre will improve access to medical attention for patients with immediate but non-life threatening illness or injury outside of the hospital setting. Engagement with local clinicians and patients indicates that they are in support of a walk-in service that provides assessment and treatment in a city centre location, while providing extended diagnostics such as x-ray and access to a wide range of health professionals.

NHS Outcomes Framework Domains & Indicators

- Domain 3 Helping people to recover from episodes of ill-health or following injuries
- Domain 4 Ensuring people have a positive experience of care
- Domain 5 Treating and caring for people in safe environment and protecting them from avoidable harm

1.2 Local context

In response to the review of urgent and emergency Nottingham City and the Nottinghamshire County Care Commissioning Groups (CCGs) gave notice of closure to the existing walk In Services in Nottingham in 2014. The CCGs configured their vision and requirements for an Urgent Care Centre within the city of Nottingham and invited bids through national procurement processes. The UCC has been commissioned to treat 75,000 people per year.

Local defined outcomes

- To reduce the number of attendances to ED by providing a service for patients with urgent but non-life threatening needs
- To see and treat the majority of patients within a single visit within the agreed timeframe and to avoid re-presentation by patients for unplanned care to this service or ED.
- Work with commissioners and patient groups to ensure understanding of the purpose and appropriate use of the new Urgent Care Centre
- Work in collaboration with other local health care providers to ensure appropriate signposting and provide seamless care for patients
- Provide an integrated and whole system approach to relieve pressures within both primary care and secondary care services.
- Work with Nottingham University Hospitals NHS Trust either contractually or through close collaborative working to integrate the Urgent Care Centre with the wider urgent care system to ensure streaming and transfer of care as appropriate and to develop protocols in order to provide an alternative destination for ambulance services

In February 2015 Nottingham City Care Partnership (NCCP) was informed that its bid had been successful and began preparation for service delivery.

1.3 Estate and accessibility

The NCCP bid proposed the location of UCC to be Seaton House, City Link, Nottingham City NG2 4LA, with a second option (NCVS) offered should the commissioner prefer. The contract review group selected Seaton House as the preferred location. Information put forward by NCCP to support decision as below:

Accessibility Seaton House, London Road

Established venue providing Walk-in Centre and other health services for 14 years with nearly 700,000 total contacts.

Accessible and highly visible location (next to BBC building).

64,000 people access the current WiC each year

Tram station on Station Street within 7 minutes walking distance

Regular bus links from Gedling, Rushcliffe, and city centre venues within 7 minutes walking distance.

Disabled parking adjacent to front door,

Designated patient protected parking spaces on site, ample on-site parking during out of hours' periods when the service is anticipated to be at its busiest.

On-street meter parking at a number of locations within 250m radius.

Ambulance drop off and pick up easy access with established ambulance/paramedic stand-by point on site.

NCVS, Mansfield Road

City Centre location opposite main shopping centre (Victoria Centre)

NCVS is accessed by 100,000+ people per year
Tram link within 5-7 minute walk

Many City Centre bus stops within 2-5 minute walk

Car parking facilities (pay) available in Victoria Centre and Trinity Square car parks

Options available for drop off facilities

2 Current position

Nottingham City UCC opened on 1st October 2015. The service is open every day from 7am to 9pm. Any member of the public who has an urgent, unplanned health need can access the service regardless of residence or registration

2.1 Key contractual requirements and differences to Walk –in services contract

- ✓ Medical staff included in the multi-disciplinary team
- ✓ Increase in use of prescribed medication on FP10/reduced reliance on patient group direction/direct supply medications
- ✓ X Ray services for minor/moderate injury
- ✓ Management of simple fractures
- ✓ Suturing of simple wounds
- ✓ Increased levels of Paediatric practitioner skill
- ✓ Ability to deliver care by See and Treat model
- ✓ Introduction of formal and measurable 'Triage' model
- ✗ Not to replicate GP services-encourage patients to return to their GP
- ✗ Not to provide routine/long term wound care- signpost Treatment Room services
- ✗ Not to provide routine testing, health screening or GP requested X ray

'Triage' standards

98% of those over 5 years old to receive a face to face assessment within 30 minutes of presentation

98% of under5 year olds to receive a face to face assessment within 15 minutes of presentation

Treatment standards

Tier One: 98 % of service users seen and treated within 2 hours of attendance (without diagnostic intervention e.g. PCC, NTI, Throat infection)

Tier Two: 98 % of service users seen and treated within 4 hours of attendance (with diagnostic intervention e.g. X Ray, ECG, Wound Care/closure)

2.2 Transformation

NCCP developed a transformation plan to cease delivery of Walk in services from Seaton House and Clifton Cornerstone and deliver the requirements of the Urgent Care Centre (UCC) contract. This included the key areas of

- Estate/Building reconfiguration
- Team development and training
- Clinical pathway development

Significant building redesign was planned in two phases.

1. Phase one: major redesign of non-clinical space to house X Ray facilities to meet the necessary legislation. This work included the scoping, sourcing and purchase of an appropriate x-ray machine.
2. Phase two: reconfiguration of reception area to include additional consulting rooms, additional public toilet facilities and a Children and Families designated waiting area.

The UCC now has ten consulting/treatment areas plus X ray facilities.

2.2 Multi-disciplinary team

The UCC is staffed with a multi-disciplinary team. This will consist of medical staff, nurse practitioners, radiographer, health care assistants, receptionists and security staff. The ratio of staff numbers is variable to meet predicted demand.

Team development and training

- Recruitment of medical and nurse practitioner staff
- TUPE into NCCP of At Risk staff members for outgoing walk in providers in Nottingham
- Partnership established with Nottingham University Hospitals (NUH) Department of Radiology and Medical Physics
- Minor injuries: bespoke 3 day training in skills lab
- Suturing: theory and practical assessment of competence
- X-ray: IRMER theory and practical assessment of competence
- Fracture management/provision of crutches
- Post graduate training in Paediatric care
- Non-Medical Prescribing training

Completed training to date

X-Ray

100% of all nurses have completed IRMER theory

73.9% of all nurses have achieved competence in one body area

69.5% of all nurses have achieved competence in assessing for and requesting x-rays in upper limbs

60.8% of all nurses have achieved competence in assessing for and requesting x-rays in lower limbs

Suture

100% of staff have completed theory training

70% of staff have achieved practical competence

Non-Medical Prescribing

80% nurses will have completed Non medical (Independent) Prescribing by end July 2016

Minor Injuries

52% of staff completed the 3 day skills-based training

2.3 Clinical pathway development

Pathways have been agreed with fracture clinic enabling UCC to direct book an appointment for those with immobilised fractures

UCC has visibility from 111 regarding individuals who have been advised to attend

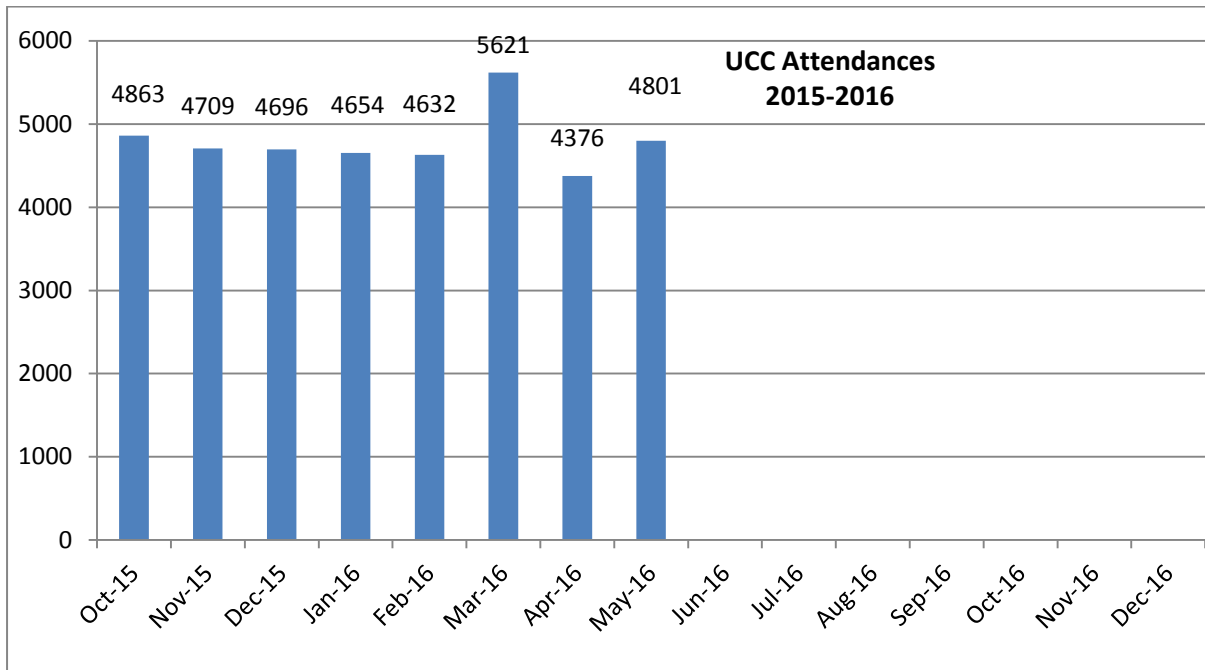
ECG recording and reporting

Enabling access to the range of pathways available to GP practice e.g. DVT, bleeding in early pregnancy

3 Activity

UCC is commissioned to provide 75,000 activities per year. Current activity indicates 57,500 if current trajectory persists however public marketing has been minimal to date due to building work and restricted consulting space available during renovation. This work is now complete.

UCC monthly attendance numbers



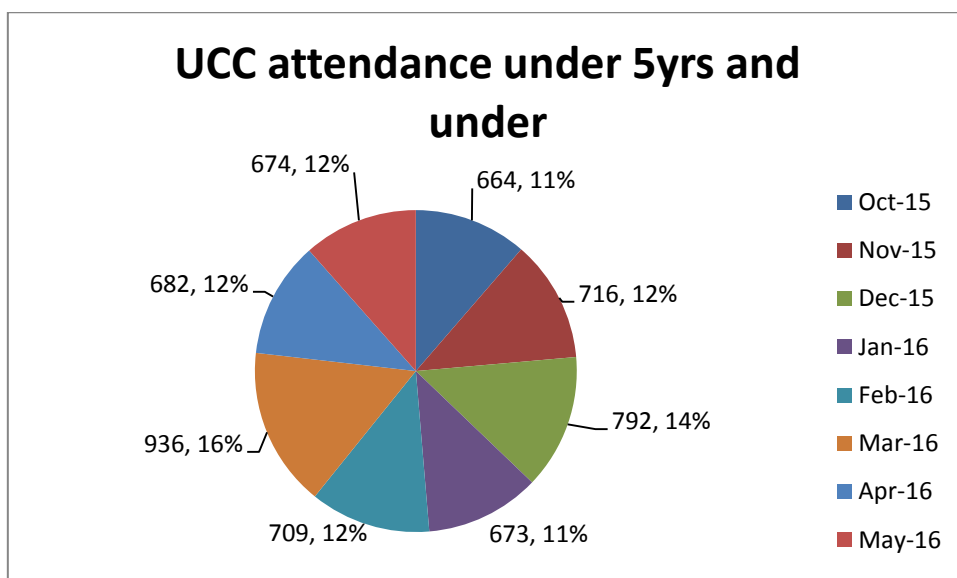
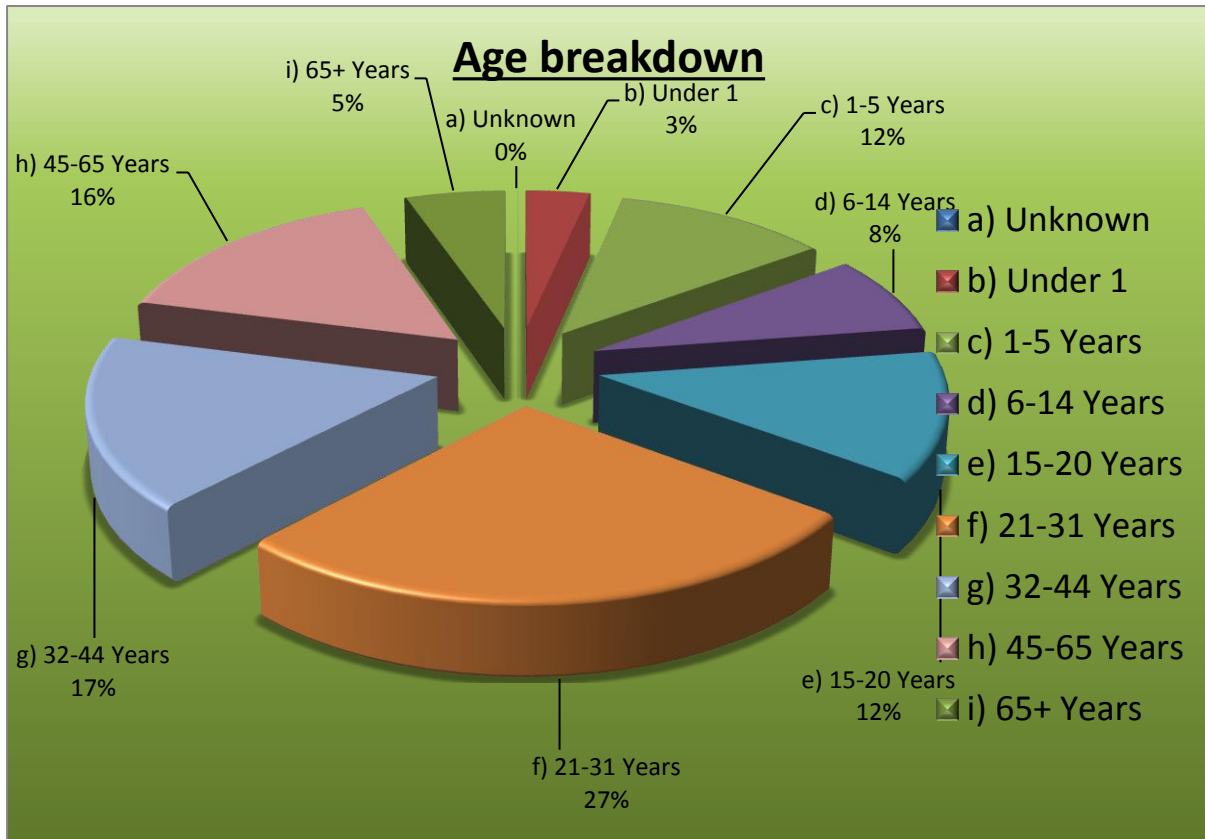
Easter 2016 attendances

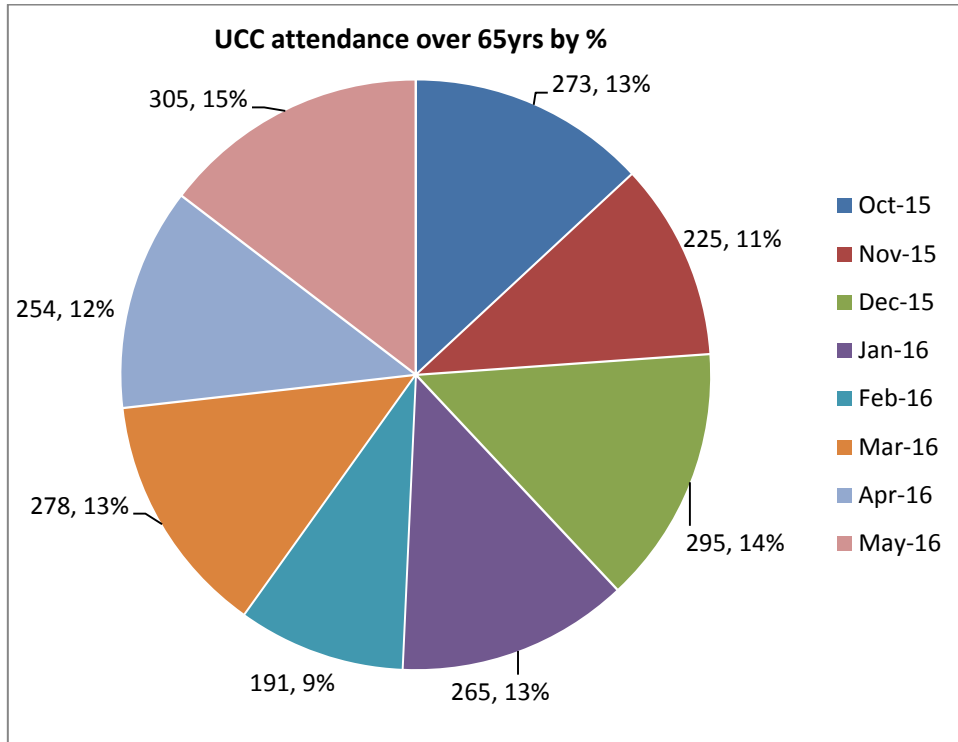
Thursday 185
 Friday 217
 Saturday 258
 Sunday 232
 Monday 248
 Tuesday 184

Early May Bank Holiday 2016 attendances

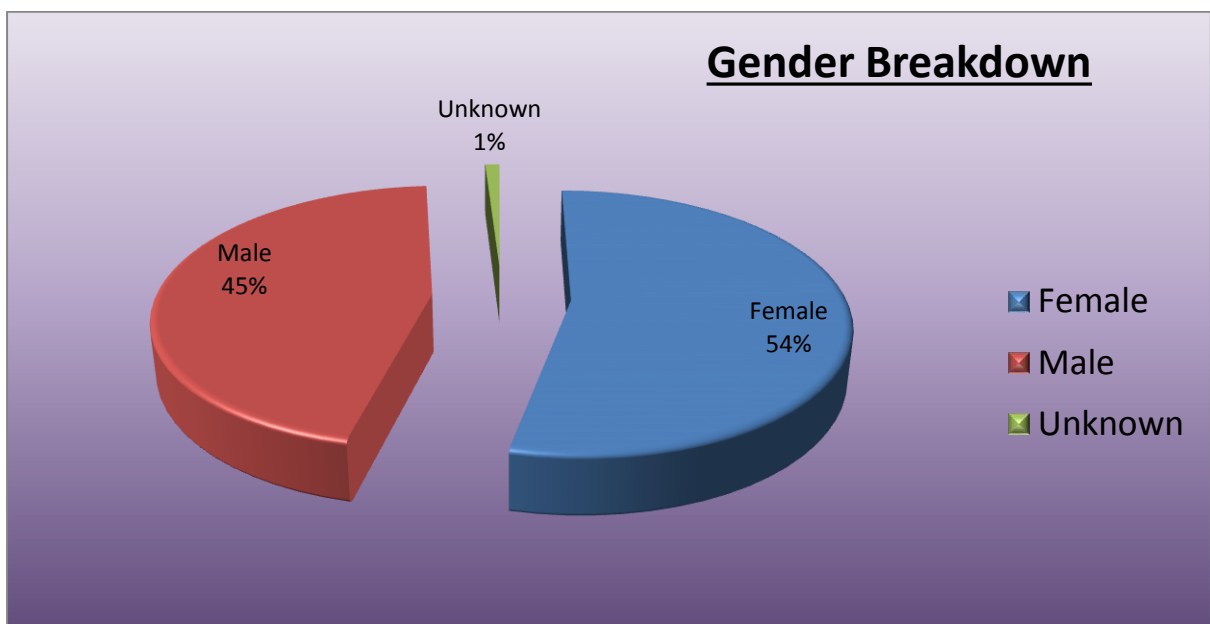
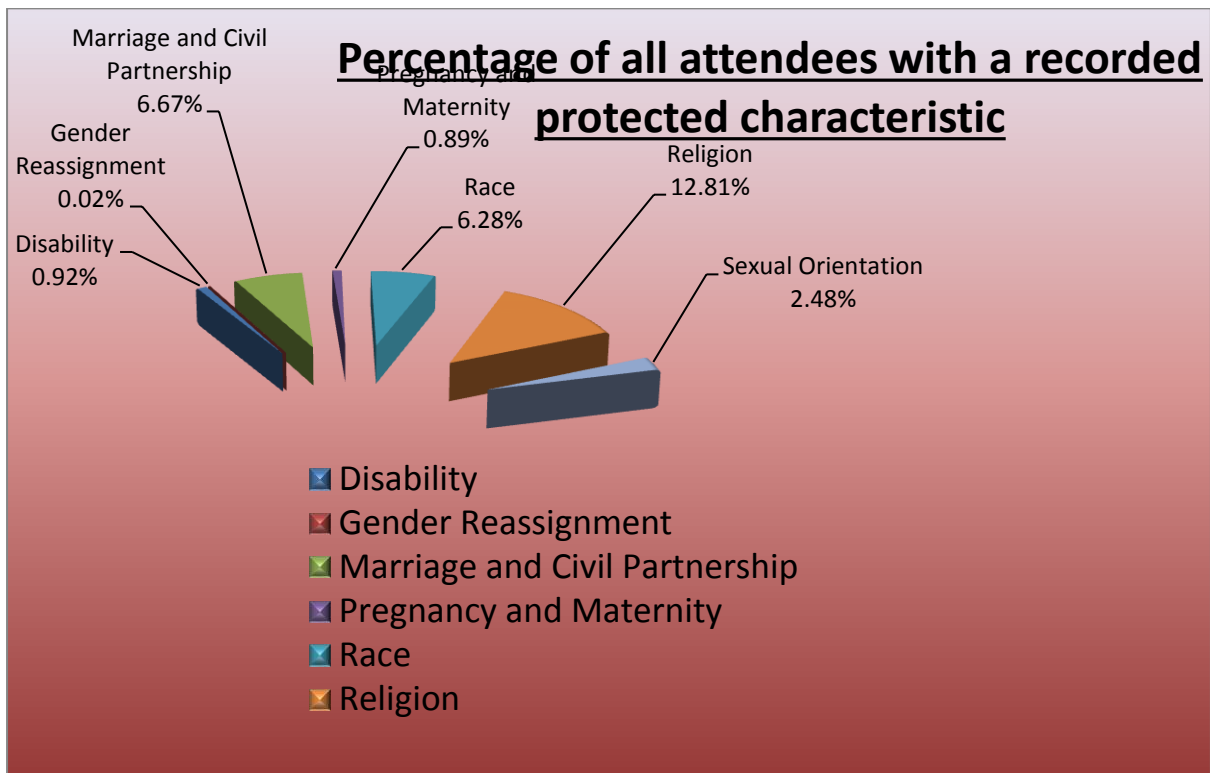
Saturday 183
 Sunday 185
 Monday 217

UCC Attendance by age



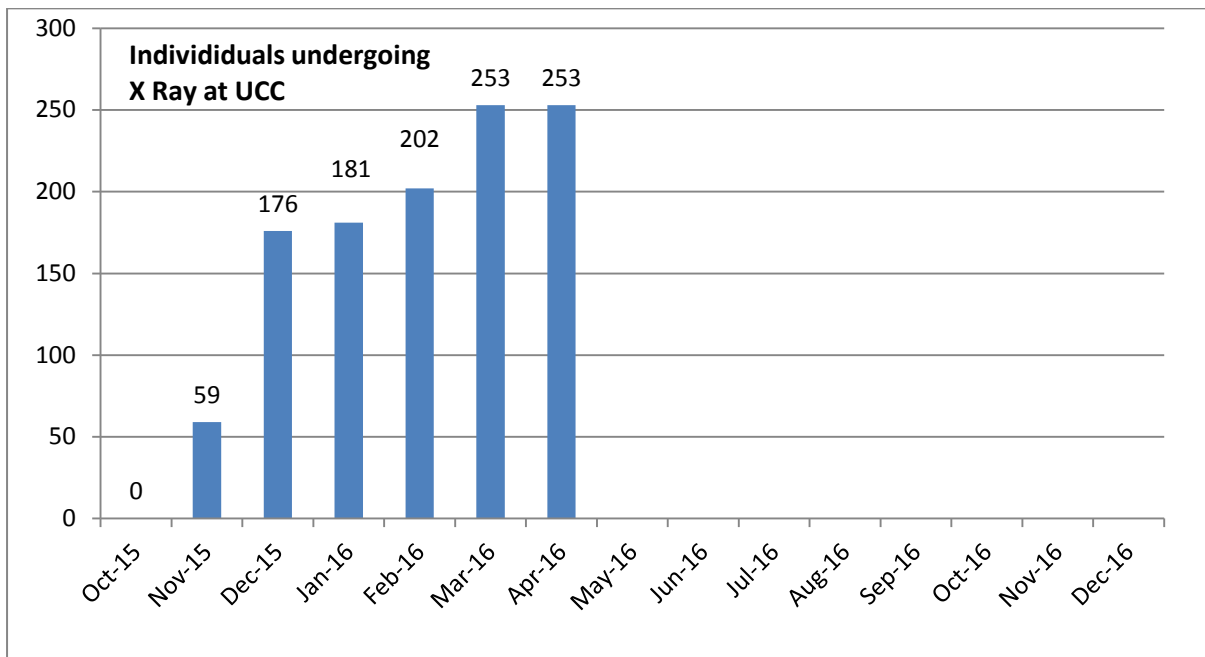


Protected Characteristic data



X-ray activity

X ray results have been audited for the first six months of activity showing an average 30% positive fracture rate.



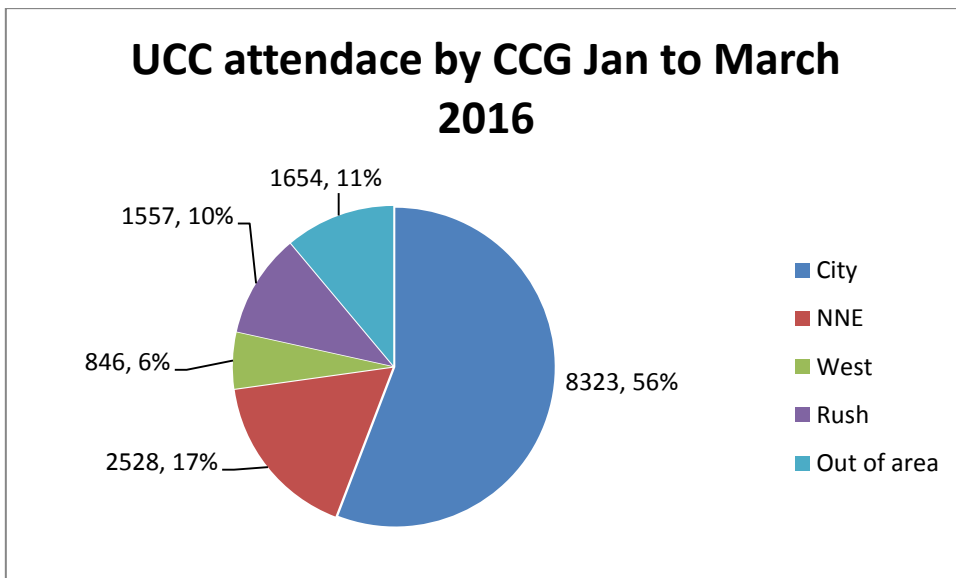
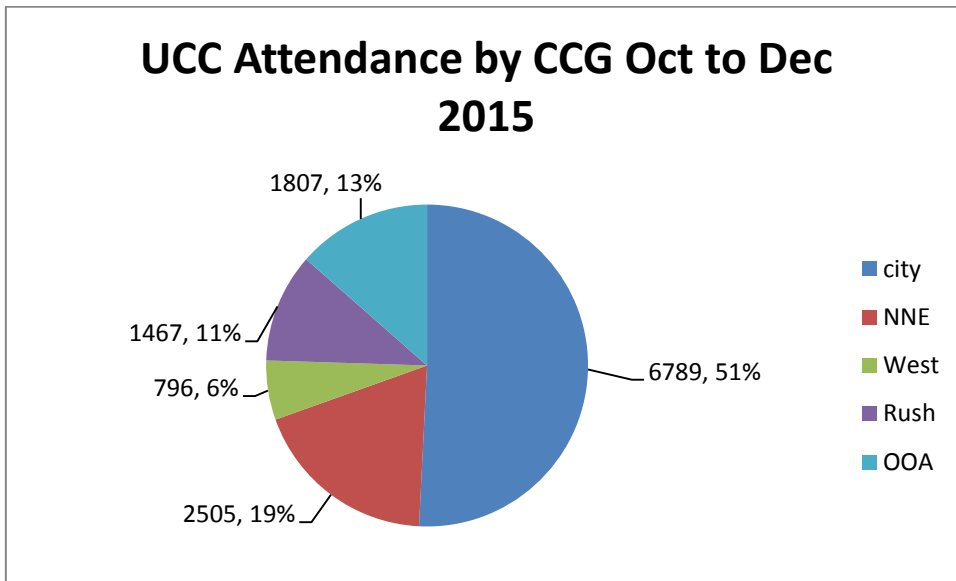
X ray services are delivered in partnership with NUH Radiology and Medical Physics department. X ray is available every day until 8pm. Provision of radiography staff and reporting processes are managed through existing electronic pathways. Where possible NUH will provide a reporting radiographer on site however where this is not possible a senior radiographer will be on duty. On these occasions or where clear diagnosis is not apparent the report is reviewed by a Radiologist at NUH and reported back to UCC within 2 hours.

Children under the age of 5 years are excluded from this process due to NUH protocols and specific requirements for x ray in under 5 year olds.

X rays will not be provided for those who may present with an obvious compound or displaced fracture. GPs who have assessed their patients as requiring X ray should request this via their normal processes.

585 patients were treated between January to March 2016 who would otherwise have attended or been referred to ED for their injury. This is a minimum saving to the health community of circa £74,000 per quarter

Attendance by CCG



4. Compliments, concerns, complaints

Service users have the option to provide feedback in a variety of ways

- Verbally directly to the clinician or service
- NCCP patient feedback satisfaction form including Friends and Family test
- Short feedback forms
- Contact with PPE team via telephone, email, letter
- NHS choices website
- NCCP Twitter account

Nottingham CityCare Urgent Care Centre Satisfaction and Complaints Data is compiled within the organisation Patient and Public Engagement department and reported to the CCG on a quarterly basis. Quarter 3 is the first quarter of operation for the UCC.

Quarter 3: October to December 2015

The total number of Satisfaction Surveys completed this quarter in the Urgent Care Centre was: 98

The Urgent Care Centre met the satisfaction target of 85%. Overall satisfaction within the survey is rated at 85% this quarter. This is based on people selecting 'excellent' or 'good' in response to the question on the survey.

Results

The Meridian Patient Feedback system allows services to filter results for their individual service and they are encouraged to use patient feedback to inform their improvement action plans. The responses below are specific to the Urgent Care Centre.

Question- How well did the service... % of those who responded Excellent or Good

- keep you informed-85%
- support you-88%
- treat you with dignity and respect-90%
- meet your particular needs-87%
- meet your overall satisfaction-85%
- Involved in decisions about care-91%

Family and Friends Test (FFT)

10 people answered this question in Quarter 3 with 100% saying that they were likely or extremely likely to recommend the Urgent Care Centre to their family and friends.

Compliments and comments

Within the quarter a total of 23 compliments were recorded within the Urgent Care Centre and logged by services on the CityCare compliments database. People completing satisfaction surveys are also able to comment on what they feel the service does well.

Within the quarter, 60 people responded to this question. Examples are recorded below.

Some examples of compliments.

1. Excellent treatment.
2. Good efficient service knowledgeable staff - thank you so much for being here when we were so worried.
3. I had a very pleasant experience with the nurse XXX and Dr XXX went the extra mile for me very friendly and caring thank you forever grateful for the NHS.

4. The GP I have just seen was fantastic and very informative she made me relaxed particularly as i am only 16 and talking about sensitive issues.
5. The nurse I saw was excellent, couldn't fault her in any way. She explained everything she was doing which made me feel very comfortable, the work she did I can't praise enough.
6. My first visit, a faultless experience. Knowledgeable staff, respectful approach, perfect communication skills. Thank you very much
7. First time I have used a Walk in Centre. I came in and was dealt with by a pleasant and helpful receptionist. Waited 15 minutes, saw the nurse, waited 15 minutes more and saw another nurse. First class service. I love our NHS don't ever let the Tories ruin it. All staff were great - well done - comment card passed on.
8. Fantastic care for my daughter this morning, prompt phone, reception and medical support. Plus reassurance for me, many thanks.
9. Excellent service, triage nurse was kind, professional and pleasant. Makes a huge difference when you are feeling unwell.
10. To the Nurse I never learnt the name of. You were smart, punctual and really friendly. You saw me at around 8.30am on 25 November in your triage room. You called my name and walked me into the consultation room and talked to me like I was a human being. You listened to what I had to say, made your recommendation, joked with me, cheered me up and gave me a prescription to help me. You stayed calm when I burst into tears because I had been trying to get help for 2 days and had been constantly turned away. When I explained this to you, you tried to explain that Walk in Centres do not work like GPs but really what helped the most was your attitude. It just seemed like second nature to you to just help people and treat people with respect. You, in short, are the paradigm example of why I still have faith in the NHS. Before you helped me I had sought the help of multiple medical professionals who had all made the decision that because my illness was not potentially life threatening there was no time for me on the NHS. But you helped me swiftly and professionally and I wanted to send you a thank you note for being so fantastic at your job. I wanted to thank you because even though it was 8.30 in the morning, freezing outside, boiling inside and you were confronted by a sobbing hysterical woman who hadn't slept in days you treated me like a human being and got me the help I needed within minutes. You did this when everyone else refused to. Thank you.
11. Superb, efficient with sound assessment and advice. Thank you
12. Arrived with my Mum Christmas eve was excellent.

Concerns

From 1 October - 31 December 2015 38 concerns were submitted anonymously on feedback forms. A further 2 concerns (managed as concerns rather than complaints) were raised though the Customer Care Team and addressed formally by the Centre Manager/Lead Nurse.

Some examples of concerns from feedback forms.

1. Long wait times.
2. Better advertising - thought I fit criteria but I didn't.
3. Have a separate waiting area from the patients that are poorly & may be infectious.
4. Better sign posting and updates - service is obviously overstretched - additional walk in centre is needed.
5. Be able to prescribe appropriate medication.
6. Waiting time several hours long & wonder if the nurses could be divided between prioritising cases or not.
7. They should have never closed the Parliament Street Walk in Centre, the system here cannot cope.

8. Put food and drink facilities in place, need access to food and drink with the long wait times.
9. Give people accurate wait times, 6.5 hours is not acceptable.
10. The wait was apparently due to emergency cases, is this not what A&E is for? To my mind a Walk in Centre should be dealing with cases in order of arrival and sending emergencies to hospital. See patients within a reasonable time from their arrival and not pay pointless staff to lie about waiting times.
11. Inform patients about the process, make post triage waiting time available so people know what to expect. See patients in a more timely manner.

Formal Complaints

New complaints for the Quarter 3

2 new complaints were raised, both through the CCG one relating to advice and information given, the second relating to staff attitude. Investigation of both complaints demonstrated that the correct clinical advice was given however learning was identified in both cases relating to communication. In the second case an apology was given regarding staff attitude.

Quarter 4: January to March 2016

The total number of Satisfaction Surveys completed this quarter has decreased by 69% compared with the previous quarter.

Previous Quarter 3 (Oct-Dec 2015) 98

This Quarter 4 (Jan-Mar 2016) 30

The Patient and Public Engagement (PPE) team is continually working with the service manager to look at ways of increasing responses to surveys and developing a range of methods to enable people to submit survey responses more easily. The reception area is under refurbishment within this quarter which has meant the usual feedback processes may have been disrupted as the designated feedback area has been harder to maintain. The new reception area will provide a good opportunity for developing more systematic feedback methods.

Results

The Urgent Care Centre did not meet the satisfaction target of 85% this quarter. Overall satisfaction within the survey is rated at 75%. This is based on people selecting 'excellent' or 'good' in response to the question on the survey. From a review of the comments on satisfaction surveys the main issues arising for people appears to be the time they had to wait to be seen and the disruption and noise due to the building works.

Many positive comments were also recorded throughout the period, as shown below.

The Meridian Patient Feedback system allows services to filter results for their individual service and teams are encouraged to use patient feedback to inform their improvement action plans. The responses below are specific to the Urgent Care Centre.

Question

- How well did the service ... % of those who responded Excellent or Good
- keep you informed- 72%
- support you-76%
- treat you with dignity and respect-89%

- meet your particular needs-82%
- meet your overall satisfaction-75%
- Involved in decisions about care-86%

Family and Friends Test (FFT) Quarter 4 data

11 people answered this question in Quarter 4 with 82% (9) saying that they were likely or extremely likely to recommend the Urgent Care Centre to their family and friends.

Compliments and Comments

Within the quarter a total of 30 compliments were recorded within the Urgent Care Centre and logged by services on the CityCare compliments database. People completing satisfaction surveys are also able to comment on what they feel the service does well. Within the quarter, 9 people responded to this question. Examples are recorded below.

Some examples of Compliments and Comments.

1. I would like to thank the reception staff for being understanding and friendly when I first arrived, and the nurse for being supportive and positive about my situation. This all made me feel so at ease after the traumatic night I experienced, thank you.
2. 100% satisfied, your staff are brilliant.
3. The team at the UCC were really helpful, I popped in the other day to drop off some sweets for all the staff for looking after me so well.
4. Everyone was very helpful and caring. My son has Asperger's Syndrome and he was seen quickly and great care was taken with him. Thank you so much.
5. This is a really good place. Helps people really well.
6. Thank you lovely staff. Seen to quickly, nurse, triage, very warm and friendly. Many thanks for a great service.
7. Excellent service, nurse didn't keep us waiting and was lovely to my 9 year old son. Thank you.
8. X was exceptional, caring and helpful and very kind. I was very upset having attended my husband's funeral yesterday. Can you please recognise her kindness and professionalism. Thanks at a very distressing time.
9. The nurse was very understanding and kept me very well informed.
10. Superb service from everyone even though it is very busy.
11. The nurse was extremely helpful and really engaged with mum, even though mum's first language was not English

There have been two written compliments from agency staff who have worked in UCC: Dr K emailed to say "I did two days as a Locum GP at the Nottingham City UCC during the Easter weekend. I found the staff were very helpful, efficient, friendly and worked well as a team. It was indeed a delight to work there"

Concerns

From 1 January -31 March 2016 18 concerns were submitted anonymously on feedback forms. Some examples of Concerns from feedback forms.

1. Clearer call when it's your turn (voices of reception barely carry to the far side of waiting room)
2. Waiting room extremely noisy. Not just builders but people on phones, loud playing, people watching things on their phone with the sound on, high level of chatter. All together it was rather an onslaught on the senses. Waiting room improvements. Enforce rules on noise

levels e.g., no music, get quieter toys. A vending machine would be good for the 4 hour waits (I missed two meals).

3. Speed it up - simple things could be dealt with at triage i.e. suspected water infection etc.
4. Visited as emergency while in Nottingham. Wait was really long. Told 2 hours and was nearly 3 and half! Lots of people called in before who came after. Two clinics running.
5. Told by triage would be prioritised to the top, the doctor downgraded me but never informed me of this so I waited the full wait time
6. Have a separate part for children
7. Waiting 2/3 hours to be seen is too long

Examples of Service Change due to Service User feedback

The service has responded to patient feedback and is implementing a number of service changes and developments reflecting this.

Service Developments

Development Protected Characteristic: Pregnancy and maternity

Work is currently underway to create a separate baby changing area and quiet room for breast feeding for mothers who prefer to feed away from the main waiting area.

Development Protected Characteristic: Age

The UCC aims to triage those under 5 years old within 15 minutes of arrival in the service. The children's play area in the UCC waiting room is currently being renovated and will have formal separation from the adult area

Chairs suitable for older people or those with disability will be provided in the renovated UCC waiting room.

A number of service users have commented that the use of a ticket system to ensure people are seen in the order of attendance is complicated and not suited to the environment. Building renovation has offered the opportunity to relocate the reception desk creating a space where service users can sit whilst waiting to approach reception in the event of a queue without the concern they may miss their turn

A vending machine with healthier snacks and drinks is to be installed before then end of July 2016

Formal Complaints

New complaints for the Quarter 4

2 new complaints were raised for the period 1 January-31 March 2016. One related to lack of responsiveness of reception staff which was perceived to increased wait time for the individual, the second was related to access to unplanned wound care services. The wound care process between the WiC contract and UCC has now changed causing longer wait for the patient.

The first complaint was upheld, an apology given and customer care detail reviewed with receptions staff. On the second event the correct pathway was followed however it was recognised this is not user-friendly. Work in ongoing with commissioner and NCCP to increase access to weekend woundcare services.

5. Impact on other health care provision services within the community

As previously noted on page 7, 585 patients were X rayed and treated for an injury between January and March 2016. Prior to provision of X ray in UCC these individuals who have attended or been referred to ED for assessment/treatment. This activity demonstrates a minimum saving to the health community of circa £74,000 per quarter.

Impact on other services is less easy to define however UCC is demonstrating reduced impact on 999 ambulances, ED referrals and GP out of hours' services as can be seen in the table below. There is a small increase in the number of direct admission to a hospital bed as would be expected with increasing complexity of case mix and a notable increase in the number of people who receive a full package of care from a single visit to UCC .

HCP	Referral rate Oct 2014 to March 2015 WiC	Referral rate Oct 2015 to March 2016 UCC	
999	0.82%	0.18%	
ED	3.78%	2.01%	
Direct admission to NUH	1.02%	1.51%	
NEMS	7.33%	0.18%	
Completed episodes of care within service	WiC 89%	UCC 94.16%	

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Future developments

- Installation of a Vending Machine that is able to offer healthier choice products
- Installation of a screen to show Live wait times across all unplanned care venues within the Nottinghamshire vanguard e.g. UCC, ED, NEMs,
- 111 direct appointment booking option
- Electronic user feedback system on site
- On-site community pharmacy
- Increased clinical pathway development e.g. UCC access to Renal Colic pathway
- Development of UCC as training hub. This is linked into a range of initiatives across the health community e.g. Greater Nottinghamshire Urgent and Emergency Care Vanguard/ Integrated Urgent Care clinical hub, Training Hub (formally Cpen community education provider network), Nottingham Urgent Care Training Partnership (UCC,NEMS, PCDC).
- Medical student training

- GP Registrar training
- Developing skills of radiographers in minor injury assessment
- Increased student nurse training opportunities
- Innovation work with the University of Nottingham School of Health Sciences (overseas post graduate practitioner students)
- Building on training already provided for EMAS clinicians, Pharmacy students,
- Participation in clinical research e.g. SALI (ankle injury) trial

Nottingham CityCare Partnership are proud to be delivering the UCC service in conjunction with our Clinical Commissioning Group colleagues and are looking forwards to progressing the service over the next 3 years.