

Clinical Commissioning Group Governing Body
Paper Summary Sheet
Date of Meeting: 24 November 2015

For: PUBLIC session PRIVATE Session

For: Decision Discussion Noting

Agenda Item and title:	Devizes Urgent Care Centre update
Author:	Sarah MacLennan, Associate Director of Communications and Engagement
Lead Director/GP from CCG:	Dr Richard Sandford-Hill Simon Truelove Jo Cullen
Executive summary:	Wiltshire CCG has developed a plan with Devizes GPs to develop an Urgent Care Centre to manage urgent primary care appointments, same day minor injury and illness. This paper is to update the Governing Body about the progress made to date and gives a high level overview of the next steps between November 2015 and April 2016.
Evidence in support of arguments:	This paper provides a comprehensive update outlining the strategy, current position and proposed next steps.
Who has been involved/contributed:	The CCG Accountable Officer, Chief Finance Officer, Director of Primary & Urgent Care, Dr Richard Sandford-Hill and the Associate Director of Communications have worked with Devizes GPs, NHS Property Services, the Leader of Wiltshire Council and the MP for Devizes to establish outline plans set out in this paper.
Cross Reference to Strategic Objectives:	The report contributes to all strategic objectives.
Engagement and Involvement:	Engagement activity and briefings provided to individuals and organisations to date is set out in the paper
Communications Issues:	Information about the project was officially 'launched' to the public at the Devizes Area Board meeting on Monday 23 November, supported by a press release issued by the CCG embargoed to 24 November 2015. Some media reports and social media activity took place in the week commencing 9 November 2015, initiated by local stakeholders. A full communications and engagement plan is being produced to support the project to cover the proposed timescale of two years. This paper initiates official

	communications to public.
Financial Implications:	CCG is expecting the new unit to be funded from within existing funding and growth funding. The delivery of the UCC will support the CCG in delivering a financially sustainable health system where patients will have a real alternative to seek advice and attention for urgent care issues instead of attending an acute hospital. The centre will allow on the day urgent appointments 7 days a week. It will not be for routine appointments
Review arrangements:	The Urgent Care Centre development plan is iterative and will be reviewed and updated on a bi-monthly basis. Elements relating to the overall project will be brought to the Governing Body as required.
Risk Management:	The project contributes to risk management arrangements.
National Policy/ Legislation:	The Plan is compliant with the NHS Constitution.
Equality & Diversity:	The Plan has no negative E&D impact
Other External Assessment:	This Plan will contribute to external assessments.
What specific action do you wish the Governing Body to take?	The Governing Body is asked to note the update

Update on the progress of

DEVIZES URGENT CARE CENTRE

Overview:

Wiltshire CCG has developed a plan with the Devizes GPs to develop an Urgent Care Centre to manage same day minor injury and illness. This paper is to update the Governing Body about the progress made to date and sets out the next steps between November 2015 and April 2016.

Key considerations:

An outline business case (OBC) for the development of a Primary Care Centre in Devizes was first considered by NHS Wiltshire Primary Care Trust at a Board Meeting on 20 May 2008. Services previously provided at Devizes Community Hospital, including a Minor Injuries Unit, had been closed by the PCT in 2007 via an initiative called 'Pathways to Change', leaving the hospital 40% utilised. The closure of these services was highly contentious and severely damaged the reputation of the PCT, both amongst the local GPs and the local population.

Various iterations and plans for the proposed Primary Care Centre took place between 2008 and 2010. The proposal required all of the GP practices to raise capital from the sale of their practice buildings and to co-locate in one place. After a public consultation, a site for the PCC was proposed on Marshall Road, adjacent to a new Independent Sector Treatment Centre. Delays in planning and uncertain funding meant that the developer for the site pulled out; a subsequent alternative was proposed at Quakers Walk in partnership with St Monica Trust but was unpopular with campaigners and local environmental groups. The Devizes Guardians, a local political group with membership on the Town Council, ran a popular campaign demanding the re-opening of the Community Hospital.

No further progress was made between 2010 and 2013, at which point the PCT was absolved and the CCG was authorised as the new statutory commissioner for local health services. GWH run some community services from Devizes Hospital and the building is carried on the Trust's balance sheet. Remaining NHS estate, including the land at Marshall Road, was transferred to NHS Property Services.

Current situation:

A substantial number of Wiltshire people now attend A&E for urgent care due to lack of local minor injury provision, which also means there is high demand for urgent GP appointments, consuming vast amounts of GP time. GPs are unable to see patients with immediate issues until late afternoon.

Wiltshire CCG has worked with the Devizes GP practices to develop a solution to deliver better primary care and separate urgent and routine care. We have widened the primary care workforce and seconded ECPs from the Ambulance Trust to work alongside GPs, undertaking initial triage and assessments requesting urgent home visits, including visits to residential homes.

Additionally we have wrapped integrated community services around primary care, so that high risk patients can be discussed and strengthening the link between primary and social care.

However, the requirement to provide a minor injury service, to share resources and free up capacity remains a real issue. In July 2015 Devizes Constituency Labour Party brought a petition to the CCG's Governing Body calling for the return of a Minor Injuries Unit to Devizes; public expectation remains high against a background of broken promises and rising difficulties in primary care. The Prime Minister has called on the NHS to deliver 7-day healthcare by GPs which will be challenging for Devizes and many rural practices.

Solution:

Wiltshire CCG has developed a plan with the Devizes GPs to develop an Urgent Care Centre to manage same day minor injury and illness. Patients will be triaged by their practice or by the 111 service and directed to the Urgent Care Centre or to the right health setting for their condition. Staffed by Nurse Practitioners, Emergency Care Practitioners and GPs, with in-reach support from social care and mental health, the UCC would be open 8am to 8pm and provide the opportunity to support 7 day working.

Essentially, the development would be a new build and does not require the Devizes practices to sell their existing premises to raise the capital for its funding. This leaves Devizes GPs to be able to review the care and support for their more vulnerable and complex patients. Given that a great deal of new housing is now located to the east of the town centre, it is proposed that the Urgent Care Centre is sited on the land on Marshall Road, currently owned by NHS Property Services. Importantly, the Treatment Centre (run by Care UK) would be located next door to the proposed new development, ensuring that some services – including x-ray – could be shared.

Funding:

The estimated capital cost to deliver a 1200 square metre double storey building is £3m.

Monies will be realised from sale of the Devizes Hospital site and the sale of surplus land, currently owned by the NHS, on Green Lane

Key points:

- The Urgent Care Centre will manage same day minor injury and illness. Patients will be triaged by their practice or by the 111 service and directed to the UCC or other health facility
- The UCC will not operate as a walk-in centre
- The UCC will be staffed by GPs, Nurse Practitioners, Emergency Care Practitioners with in-reach support from social care and mental health
- It will be located on existing NHS land on Marshall Road, adjacent to the NHS Treatment Centre
- The road links around the Devizes Hospital site are unsuitable for the increased traffic which will result from same-day appointments
- The funding for the UCC will be realised from the sale of the existing Devizes Hospital site
- Additional capital will be raised from the sale of surplus land at Green Lane, currently owned by the NHS
- Wiltshire Council has agreed to consider how to increase public transport links around site, including the possibility of a shuttle bus from Devizes Market Place
- The services which are currently provided at Devizes Hospital will move over a managed phased period to ensure continuity
- The Devizes GP practices will continue to exist in their current locations
- It is proposed that the UCC will be open 8am to 8pm and will eventually support 7 day working
- The proposal aligns Out of Hours services which are already based at Devizes Hospital
- The development means that GPs based in their practices will have more time to carefully review the care and support for their vulnerable and complex patients
- Patients with urgent care needs will have access to immediate care
- It is proposed that a dedicated space on the UCC site will be available to provide access to diagnostic testing
- The UCC will enable increased capacity to deal with urgent patients: we estimate that more than 120 appointments per day could be provided
- The combination of the UCC and GPs' ability to review the care and treatment of their complex patients means that there will be a reduction in avoidable attendance at A&E

Timescales

The CCG proposes an estimated time frame of approximately 2 years from November 2015: the first twelve months will entail detailed planning, transport logistics and planning approval, and the twelve months from November 2016 for the build, movement of services and opening to patients.

Engagement activity to date:

Some engagement activity has taken place to date in order to inform key stakeholders about progress. Briefings have been shared by Wiltshire CCG's Associate Director of Communications with:

- Devizes Town Councillors
- Devizes Hospital League of Friends
- Devizes Labour Party
- Devizes Guardians

The project has been discussed in public at:

- Wiltshire CCG's Governing Body meeting in June 2015
- Wiltshire CCG's AGM in September 2015
- Wiltshire CCG's Governing Body meeting in October 2015

A written briefing was sent to members of:

- Devizes Community Area Partnership
- Age Concern Wiltshire
- Alzheimer's Support Wiltshire
- Wiltshire Care Partnership

on 10 November 2015 with the offer of face to face briefings.

Additionally a briefing paper was taken to:

- Devizes Full Town Council meeting (part 2) on 17th November 2015

and will be taken to:

- Wiltshire Council Health Select Committee on 12th January 2016

The CCG's Associate Director of Communications attended HealthWatch Wiltshire's Board meeting on 18th November to inform Board members about the current position, expected time frame and proposed engagement activity

Information about the project was officially 'launched' to the public at the Devizes Area Board meeting on Monday 23 November, supported by a press release issued by the CCG embargoed to 24 November 2015. Some media reports and social media activity took place in the week commencing 9 November 2015, initiated by local stakeholders.

Next steps

NHS Property Services will request a formal business case from NHS England in light of the primary care requirements and the forthcoming changes to budget and commissioning responsibilities.

NHS Property Services will review and confirm the governance requirements to support the anticipated project programme and confirm the date for the completion of surveyor analysis, as well as the likely costs required to underwrite the development of the scheme.

NHS Property Services have started work to procure a consultant team to draft separate outline planning applications for the surplus land at Green Lane as well as the new Urgent Care Centre, and will start work on the detailed planning application for the existing community hospital site, including progressing surveys which might be required to support proposals for its redevelopment.

Updates will be brought to the CCG's Governing Body meetings in January 2016 and presentations will continue to be shared with Devizes Town Council and the Area Board.

Other considerations:

The outcome of the Adult Community Services procurement is to be announced on 15 December 2015, which will initiate conversations with the provider of community services about the future use of the Devizes Hospital site and the development of the Urgent Care Centre.