



Meeting name:	WY Joint Health Oversight and Scrutiny Committee
Agenda item no.	7
Meeting date:	23 November 2023
Report title:	West Yorkshire Urgent Care Service Review Introduction
Report presented by:	Jon Parnaby
Report approved by:	Ian Holmes
Report prepared by:	Jon Parnaby & Tessa Hawkes

Purpose and Action

Assurance <input checked="" type="checkbox"/>	Decision <input type="checkbox"/> (approve/recommend/ support/ratify)	Action <input type="checkbox"/> (review/consider/comment/ discuss/escalate)	Information <input checked="" type="checkbox"/>
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Previous considerations:

The initial approach was approved by the West Yorkshire Urgent and Emergency Care Programme Board in May 2023.

A paper was then presented to the Transformation and Programmes SLT in July 2023, and subsequently to the NHS WY ICB Transformation committee on 31 October where the approach was supported.

Executive summary and points for discussion:

The West Yorkshire Urgent and Emergency Care (UEC) Programme recently carried out a refresh to establish priorities which reflect both the strategic intention of the West Yorkshire Integrated Care Board (ICB), and national guidance such as the 'Delivery Plan for the Recovery of Urgent and Emergency Services'.

One of the identified priorities was to carry out a review of the West Yorkshire Urgent Care (WYUC) Service.

The review spans the geography of West Yorkshire and encompasses GP out of hours, clinical advice services and several place-based arrangements including urgent treatment centres, Safe Haven and GP practice learning time. The current contract is worth over £20 million and is due to end March 2024.

This will be the first high profile service review since the West Yorkshire ICB became a statutory organisation in 2022.

It is intended that the outcome for the service review will be services that are fit and future proof, integrated with both West Yorkshire and local health systems. The service review will provide an opportunity to explore potential opportunities, improve efficiencies and make changes to benefit local people. Ultimately the result must benefit patient experience in terms of how they access and navigate the urgent care system.

Which purpose(s) of an Integrated Care System does this report align with?

- Improve healthcare outcomes for residents in their system
- Tackle inequalities in access, experience, and outcomes
- Enhance productivity and value for money
- Support broader social and economic development

Recommendation(s)

The WY Joint Health Oversight and Scrutiny Committee is asked to:

- 1) Support the review of West Yorkshire Urgent Care services through the process described
- 2) Support the governance arrangements described, including bringing periodic updates to this Committee for information and assurance and to the NHS WY ICB Transformation Committee for decision.

Does the report provide assurance or mitigate any of the strategic threats or significant risks on the Corporate Risk Register or Board Assurance Framework? If yes, please detail which:

None

Appendices

1. Appendix 1 – WYUC Service Diagram
2. Appendix 2 – Involvement Approach
3. Appendix 2 – High-Level Timeline

Acronyms and Abbreviations explained

1. Explained within the report

What are the implications for?

Residents and Communities	To be considered as part of the Review and Engagement process
Quality and Safety	Quality colleagues embedded into the Review team and Impact Assessments being developed
Equality, Diversity and Inclusion	Equality colleagues embedded into the Review team and Impact Assessments being developed
Finances and Use of Resources	Lead finance colleague supporting the Review and any finance opportunities to be identified
Regulation and Legal Requirements	Close ties with Kirklees ICB (as lead commissioner) Contract colleagues with a procurement/contract extension option to be developed

Conflicts of Interest	Noted on the ToR for the Review Task and Finish Group with an acknowledgment some discussion may need to be taken out with the meeting due to commercial and operational sensitivities
Data Protection	Upon advice from DP ICB leads, responsibility of the relevant data controller (health and care provider) to undertake full DPIA
Transformation and Innovation	Update and engagement with UEC and Transformation across WY ICB
Environmental and Climate Change	None identified
Future Decisions and Policy Making	Dependent on the outcome of the review
Citizen and Stakeholder Engagement	To be considered as part of the Review and Engagement process

1. Main Report Detail

1.1 Background

The West Yorkshire Urgent and Emergency Care (UEC) Programme recently carried out a refresh to establish priorities which reflect both the strategic intention of the West Yorkshire Integrated Care Board (ICB), and national guidance such as the 'Delivery Plan for the Recovery of Urgent and Emergency Services'.

One of the identified priorities was to carry out a review of the West Yorkshire Urgent Care (WYUC) Service.

The review was identified as an area which directly contributed to achieving the desired ambitions and met the three tests of Partnership working; working at scale to ensure the best possible health outcomes for people; Sharing good practice across the Partnership; Working together to tackle complex (or 'wicked') issues. It was therefore agreed that the service review would be led at a West Yorkshire level.

The contract and services within WYUC have grown organically throughout the length of the contract. They need to be refreshed, realigned, and developed so they are fit for the future, incorporate latest standards, and satisfy the Urgent and Emergency Care needs of West Yorkshire communities. The service review will provide an opportunity to explore potential opportunities, improve efficiencies and make changes to benefit local people. Ultimately the result must benefit patient experience in terms of how they access and navigate the urgent care system.

The approach was supported by the West Yorkshire Urgent and Emergency Care Programme Board in May 2023, and by the Transformation and Programmes SLT in July 2023 and the NHS WY ICB Transformation committee in October 2023.

1.2 Overview

The WYUC Service is currently provided by Local Care Direct (LCD); a Social Enterprise established in 2004 by local GPs in West Yorkshire and delivers Healthcare services across Yorkshire and the Humber.

The service review spans the geography of West Yorkshire and encompasses GP Out of Hours, Clinical Advice Services and several place-based arrangements including Urgent Treatment Centres, Safe Haven, Emergency Department Streaming and GP Practice Learning

Time, with a contract value of over £20 million per annum. The current contract period is until March 2024.

The leadership assigned to this review includes Ian Holmes, Director of Strategy and Partnerships ICB, as Senior Responsible Officer (SRO) and Dr Will Robertson, advisory GP to Wakefield place as Clinical Lead. Leads have also been identified for each of the workstreams within the WYUC Service Review and for areas such as finance, contracting, engagement, quality, equality and safeguarding.

A Task and Finish group has been established to provide oversight and support delivery of the review. The meeting is held monthly and is well attended with broad representation from both Places and Providers.

1.3 Scope

1.3.1 GP Out of Hours

Delivery in West Yorkshire of an Out of Hours (OOH) consultation & treatment service for patients who are referred from the NHS111 Service (90%) and other established pathways with an urgent primary medical care need in the out of hours period between; 6.30pm to 8am weekdays and all weekends and bank holidays. Providing Virtual Consultations as well as operating Primary Care Centres (for face-to-face appointments). Also encompasses pathology lab results, prescriptions, and patient transport to/from Primary Care Centres as needed.

1.3.2 WY Clinical Advice Service

The Local Clinical Advice Services (CAS) are defined as:

- 1&2 Hour GP Speak to disposition and;
- NHS 111 Online ED (Emergency Department) Validation

Both services were commissioned with the intention of facilitating remote triage and avoiding unnecessary ED attendance and both have high closure rates.

1.3.3 Local Place Based Services

- Bradford District and Craven: core OOH only
- Calderdale: ED Streaming, Safe Haven Service, Protected Learning Time
- Kirklees: ED Streaming, Safe Haven Service, Protected Learning Time
- Leeds: Urgent Treatment Centres, Protected Learning Time
- Wakefield: Protected Learning Time

There are considerable interdependencies between the services within the WYUC Contract and other services LCD provides which are

reflected in the WYUC Service Diagram (Appendix 1). This is a service review of WYUC and not all LCD provider services.

The project team continue to work closely with contracting and LCD colleagues to monitor interdependencies and consider the unintended consequences of any proposals/recommendations.

1.4 Reporting/Governance

- Initial Viability Assessment has been completed and signed off by SRO
- Regular highlight reports are presented to the bi-monthly WY Urgent and Emergency Care Programme Board. Place UEC colleagues are asked to socialise this report in their own Place to inform relevant colleagues of progress
- Paper was presented to ICB Transformation & Programmes SLT on 12 July 2023 and subsequently to the NHS WY ICB Transformation committee on 31 October where the approach was supported
- An initial meeting was held with the Chair of Joint Health Overview and Scrutiny Committee (JHOSC), to provide an overview of the review and discuss any initial queries. Future updates to JHOSC will be built into the review timeline to ensure an open dialogue and a proactive approach to scrutiny.

1.5 Engagement

Communications and Engagement Leads have developed an Involvement Approach for the review (Appendix 2).

To support Phase 1 of the approach, an initial review of the existing involvement and patient experience intelligence has been completed, and a summary paper has been shared with the WYUC Task and Finish Group. The initial intelligence suggests that the service is operating well and that the review may wish to focus on service improvements, rather than the development of a new service specification.

As the options are being developed, Leads will advise on the communications, involvement, and consultation requirements for each option as it may have a bearing on timescales and resources. When the preferred option is agreed, a more detailed communications and involvement, and possibly, consultation, plan will be developed.

1.6 WYUC Service Review Output/Route

Following discussions with the SRO and provider, the decision was made by the Task and Finish group to follow a Service Development and Improvement Plan (SDIP) route for the WYUC Service Review, rather than the development of a brand-new service specification.

Therefore, a detailed SDIP will be developed covering all in-scope services by 31 March and incorporated into any new contract from 1 April 2024. This approach will allow for a more fluid approach to service improvement and give more time for review, development and engagement. The provider will be supported to deliver the SDIP. Progress will be formally monitored by contracting colleagues using agreed contract monitoring forums, with input from commissioning colleagues. A smaller SDIP implementation task & finish group made up of some members of the larger WYUC Service Review Task & Finish group will support contracting in this process.

This direction was supported by the West Yorkshire Urgent and Emergency Care Programme Board on 14 November 2023.

1.7 Timeline

A detailed timeline has been developed with input from contracting, finance and comms and engagement colleagues to ensure key milestones are met. The timeline is however subject to change, depending on the extent of recommended service change following the review, therefore will be regularly monitored, and updated.

A high-level timeline has also been produced which highlights key decision points (Appendix 3).

1.8 Risks

A risk register has been developed with support from contracting leads and the SRO. The risk register is regularly monitored and presented to the Task and Finish Group.

All post mitigation risk scores are below a 12 and therefore do not require escalation.

2. Next Steps

2.1 Contract options

Agreement of new two-year contract to be confirmed by contracting colleagues.

2.2 Governance

- Regular highlight reports will continue to be presented to the WY UEC Programme Board and ICB Transformation & Programmes SLT
- Due to contract value any final procurement decision will be taken to the ICB Board by contracting colleagues
- Items for decision will be taken to the NHS WY ICB Transformation committee

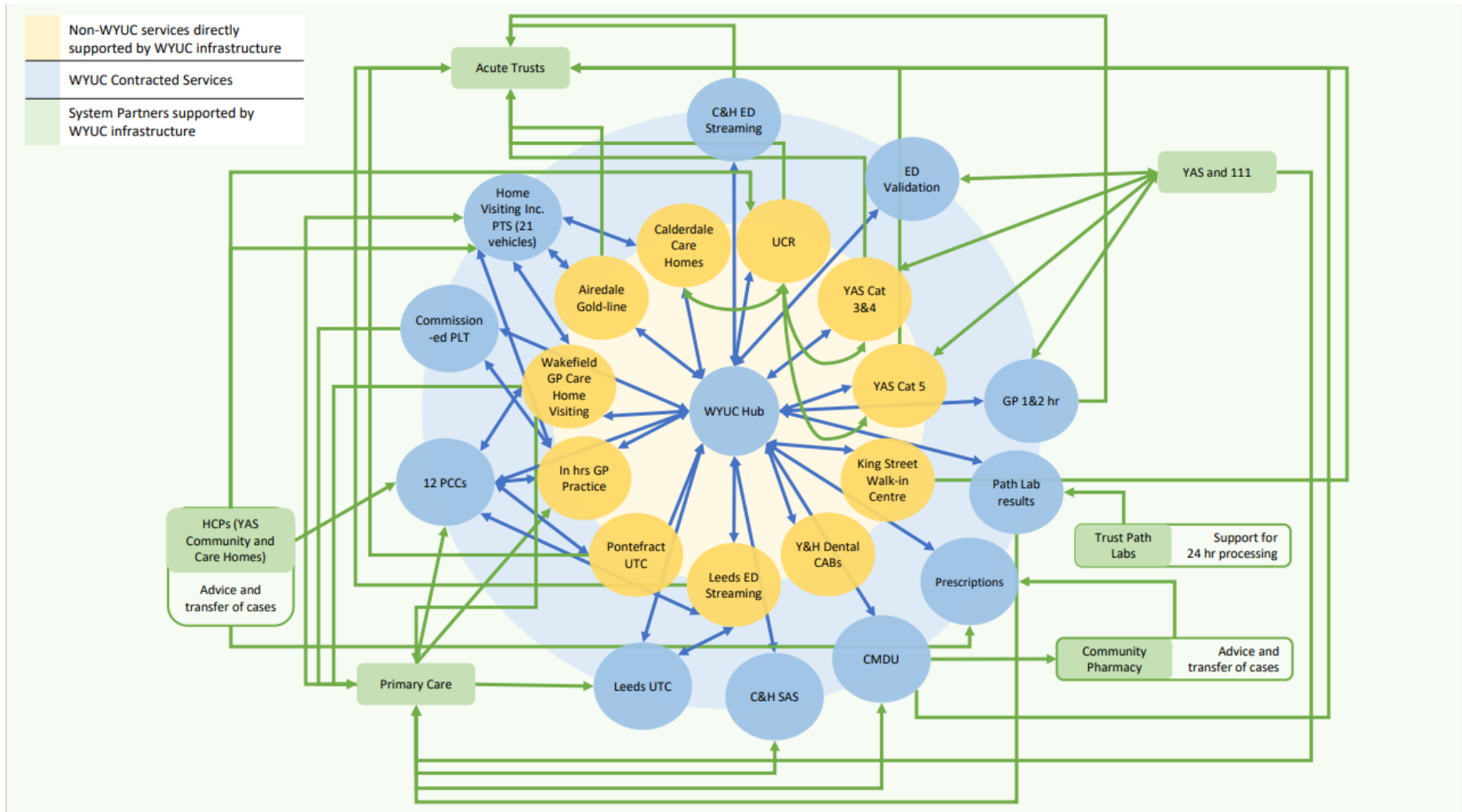
3. Recommendations

- 1) Support the review of West Yorkshire Urgent Care services through the process described
- 2) Support the governance arrangements described, including bringing periodic updates to this Committee for information and assurance and to the NHS WY ICB Transformation Committee for decision.

4. Appendices

- Appendix 1 – WYUC Service Diagram Involvement Approach
- Appendix 2 – Involvement Approach
- Appendix 3 – High-Level Timeline

Appendix 1 – WYUC Service Diagram



Appendix 2 – Involvement Approach

Urgent Care Service Review Suggested Involvement Approach



Phase 1	Phase 2	Phase 3
<p>What do we know</p> <p>Who do we need</p> <p>Review existing involvement intelligence</p> <ul style="list-style-type: none"> National, ICS, ICB and Place <ul style="list-style-type: none"> What do we know already? What is it telling us? Where are the gaps? Review service level data <ul style="list-style-type: none"> Is it of quality? Can we add value? <p>Equality Analysis & Access Demography</p> <ul style="list-style-type: none"> Equalities <ul style="list-style-type: none"> Are there any particular groups who are more likely or less likely to use the service? Are there any known access or communication barriers? Review service level data <ul style="list-style-type: none"> Who is accessing the service? Does the experience data reflect this? Is everyone who should be accessing the service attending the service? If not, we will need to find out why. 	<p>What do we change</p> <p>What do we keep</p> <p>Service Improvement</p> <ul style="list-style-type: none"> Using existing intelligence <ul style="list-style-type: none"> Are there improvements indicated or issues highlighted? What is the longitudinal direction of results? If any additional involvement required, ensure it continues the conversation rather than duplicates. Additional involvement <ul style="list-style-type: none"> Depending on Phase 1, use co-productive methods to understand issues, and develop improvements. <p>Access Improvement</p> <ul style="list-style-type: none"> Equalities <ul style="list-style-type: none"> Depending on Phase 1, use existing relationships to understand issues, co-produce solutions. Review service level data <ul style="list-style-type: none"> Depending on Phase 1, use existing relationships to understand issues, co-produce solutions. 	<p>What do we decide</p> <p>What do we do next</p> <p>Service Specification</p> <ul style="list-style-type: none"> How involvement has influenced <ul style="list-style-type: none"> Have decision makers had time to consider involvement findings? Is it clear how involvement has effected any changes to the model? Has the difference (or why no change) been feed back? <p>More formal Involvement</p> <ul style="list-style-type: none"> Significance of change <ul style="list-style-type: none"> How is the model different following involvement? What is the profile of the change (MP, FoI, PALS etc.) Formal Consultation? <ul style="list-style-type: none"> Which statutory organisation decides to consult? And who leads the consultation? <p><i>NB: This decision is generally made at Board level, or appropriate delegated authority committee</i></p>

Please note

- Each phase heavily depends upon the findings of the previous phase
- Review and decision making points fall between each phase where results and equalities analysis should be reviewed and updated
- Resource needs be allocated following each review

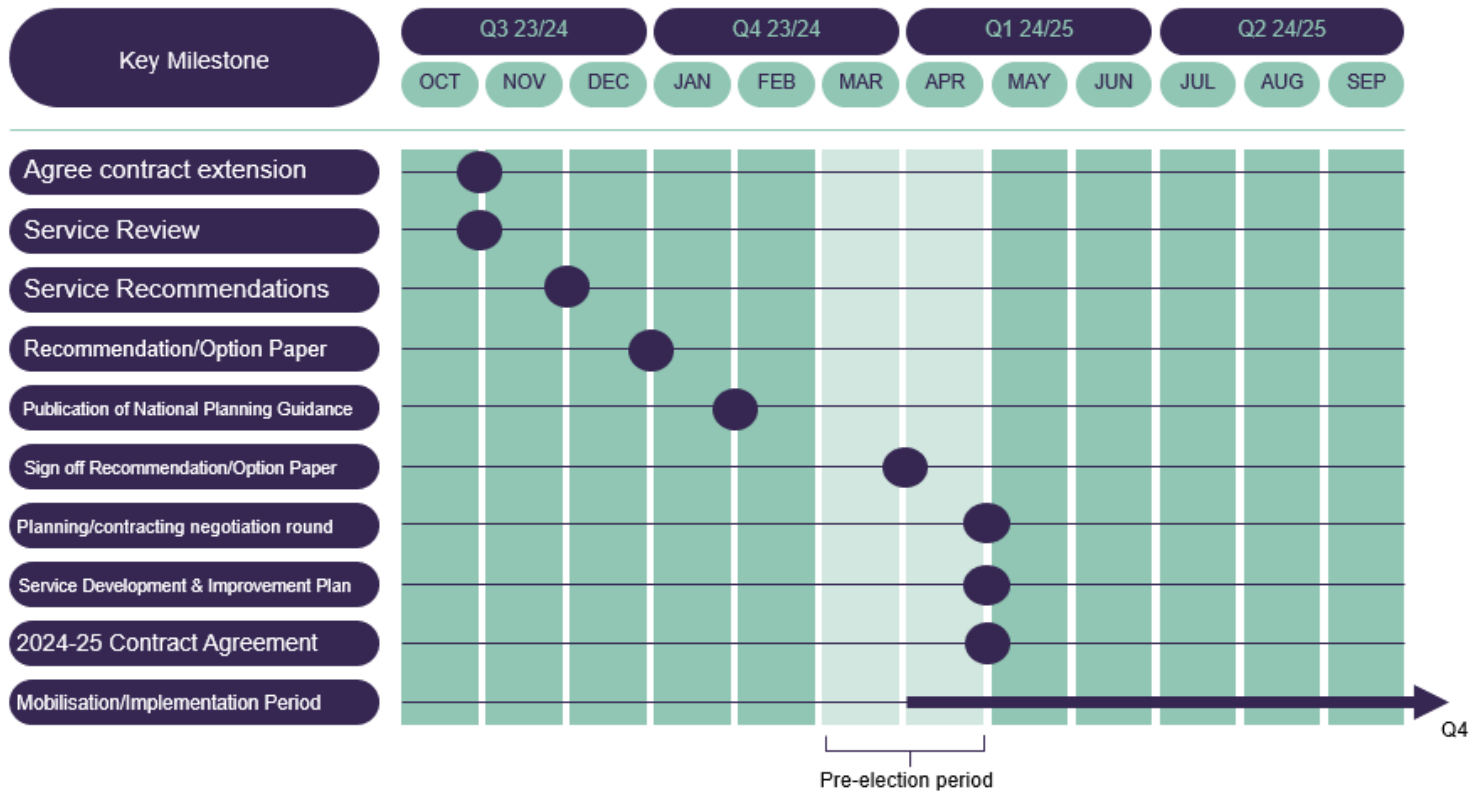
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Appendix 3 – High-Level Timeline

WYUC SERVICE REVIEW

High Level Decision Chart



Please note that the timeline is subject to change, depending on the extent of recommended service change following the review, therefore will be regularly monitored, and updated.