

**MEMORANDUM OF INFORMATION (MOI)**

**PROVISION OF AN**

**URGENT CARE CENTRE**

**IN HILLINGDON**

**VERSION 2**

**(June 2017)**

# Introduction

Within Hillingdon and NW London, the vision is to create an urgent and emergency care system that is capable of delivering equitable access to the right care first time for the majority of patients through a networked model with services provided along robust pathways 24/7. The CCG is currently working to redesign the model of integrated Urgent and Emergency Care. For people with urgent care needs, continuing to develop an integrated service is vital to help them get the right advice in the right place, first time. This will allow people requiring urgent care to be seen or redirected to the appropriate service more often closer to home, improving satisfaction and reducing confusion, while reducing pressure on our accident and emergency departments. For those with more serious needs we must ensure access to high quality care in appropriate facilities with the right expertise.

The Hillingdon Urgent Care Centre (UCC) is a 24 hours, 7 days a week, 365 days a year service. The Urgent Care Centre will be available to any patients that attend irrespective of the borough the patient resides in, this includes registered and non-registered patients.

The Urgent Care Centre forms an important access point on the urgent care network with key interdependencies with general practice, NHS111, London Ambulance Service (LAS), the Intermediate Care Services, GP Out of Hours service, GP extended hours hubs and hospital Emergency Centres. It is important that Hillingdon UCC is fully integrated with every other part of the local health community and that is operates as part of the overall evolving urgent and emergency care strategy for the local health economy.

As the model develops and the engagement with local population continues there will be a need to refine the service specification for the Hillingdon UCC. Moreover, there is a need to continue engaging with patients and the public to ensure their experiences and views are appropriately heard and reflected in the service.

Following a review of Integrated Urgent Care, Hillingdon Clinical Commissioning Group will be undertaking a process to improve and optimise the Urgent Care Centre that is based at Hillingdon NHS Foundation Trust. This has resulted in a new service specification being created. Subject to sufficient market interest, it is likely that the new service will be commissioned through an open and competitive procurement process. The Urgent Care Centre will be available to all registered and non-registered Hillingdon Patients.

The service will reflect a renewed focus of integrated working, incorporating the integrated urgent care strategies across North West London and the new Commissioning Standards for Integrated Care that came into effect in April 2017.

The key deliverables behind a newly configured Urgent Care Centre (UCC) service are as follows:

* Provision of a high quality urgent care (minor injury and illness) service to all patients who require it.
* Ensure the new service meets the local need and national requirements with robust service specifications and payment systems which meet the CCG strategy and local priorities.
* Provision of the right care, by the most appropriate person, in the right setting ensuring consistent responses at the first point of contact
* Operating as a fully integrated element of urgent & Emergency care service provision
* Redirecting patients to the appropriate services based on needs.
* Provision of health promotion; self-management education and registering patients to self-care workshops run by CCG
* Achieve full service commencement from 1st April 2018

# Urgent Care Centre

The current Hillingdon Urgent Care Centre is provided through a GP led service, operating 24 hours a day, 7 days a week, 365 days a year and provide support for non-life threatening urgent health issues. In Hillingdon, the Urgent Care Centre is based at the front end in the same building as the Accident and Emergency Department at Hillingdon Hospital.

Neighbouring UCCs are currently configured as detailed below –

* Harrow and Brent – 1 x UCC
* Ealing – 1 x UCC
* Hounslow – 1 x UCC

# Achievements / Positive Impact

A number of positive impact changes have achieved to date namely :-

* Meeting Key Performance Indicators in line with national and local targets
* Proactive engagement and partnership working with other stakeholders to improve patient flows and pathways
* Regular internal review of processes to enhance service provision and outcomes
* Frequent Attenders – noticeable downward trend in frequent attenders as a result of re-referral to alternative care pathways

# Challenges

There are some key challenges which need to be highlighted as we move forward to a much more integrated urgent care system –

* Workforce issues, primarily related to recruitment and retention of high quality clinical staff
* Funding service within prescribed financial envelope
* IT interoperability to enable direct booking into alternative services such as primary care in hours; extended hours hubs etc..
* Physical Space capacity to ensure seamless patient throughput avoiding over crowded waiting areas

# Use of Urgent Care Centre Services in Hillingdon

## Activity Levels

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Total attendances at UCC** | | | | | | | | | | | | |  |
| **Year** | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Total |
| **2015/16** | 7767 | 7811 | 7605 | 7504 | 7102 | 7211 | 7620 | 7623 | 7507 | 7720 | 7641 | 8709 | 91820 |
| **2016/17** | 7400 | 7978 | 7350 | 7806 | 6905 | 7260 | 7513 | 7557 | 7929 | 7890 | 6917 | 7719 | 90224 |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Total Treated at UCC** | | | | | | | | | | | | |  |
| **Year** | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Total |
| **2015-16** | 6836 | 6794 | 6572 | 6414 | 6123 | 6167 | 6559 | 6687 | 6537 | 6822 | 6551 | 7609 | 79671 |
| **2016-17** | 6416 | 6948 | 6371 | 6647 | 5975 | 6028 | 6381 | 6183 | 6576 | 6618 | 5884 | 6498 | 76525 |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Total Discharged from UCC** | | | | | | | | | | | | |  |
| **Year** | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Total |
| **2015-16** | 6230 | 6197 | 6014 | 5847 | 5545 | 5603 | 5981 | 6182 | 6035 | 6228 | 5999 | 7027 | 72888 |
| **2016-17** | 5834 | 6363 | 5852 | 6057 | 5419 | 5467 | 5838 | 5637 | 5990 | 5960 | 5240 | 5886 | 69543 |

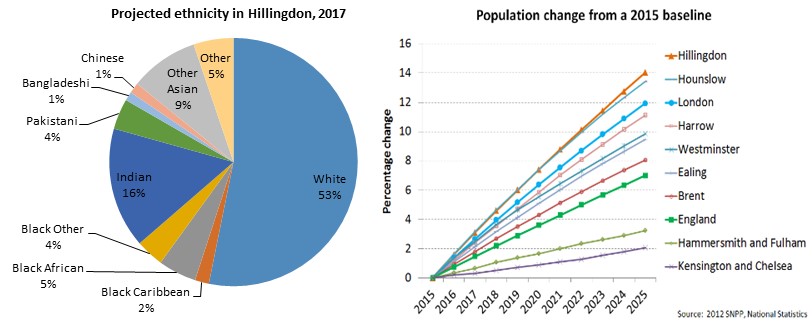
Within the financial envelope outlined below under a block contract agreement, the current provider has a target of achieving 60% see, treat and discharge.

Over the year in 2016-17 the UCC has treated on average 210 patients per day with a baseline target of 212 treated/day. In addition there is a 4% a tolerance levels of 4% plus or minus baseline will be applied to the contract management of the service.

# Key Demographics

Hillingdon is the second largest of London’s 32 boroughs covering an area of 42 square miles (11571 hectares), over half of which is a mosaic of countryside including canals, rivers, parks and woodland. As the home of Heathrow Airport, Hillingdon is London’s foremost gateway to the world, and is also home to the largest RAF airport at RAF Northolt. Hillingdon shares its borders with Hertfordshire, Buckinghamshire, Hounslow, Ealing, and Harrow.

Hillingdon is located 14 miles from central London with the 12th largest population. Based on the Office for National Statistics (ONS) sub-national population projections, the Hillingdon population in 2017 is projected to be 309,300 with 23,100 (7.5%) aged 0-4 years, 40,100 (13.0%) aged 5-14 years, 205,600 (66.5%) aged 15-64 years, 21,400 (6.9%) aged 65-74 and 19,100 (6.2%) aged over 75. The age structure of the population in Hillingdon is intermediate between that for London and that for England, with, for the most part, a distribution that is slightly older than London as a whole but younger than England. Among children and young adults however, there is a larger proportion resident in Hillingdon than for both London and England. A growth of just over 18,300 residents is projected by 2021, with children aged 5-14 years and adults aged 65-74 years projected to have the highest growth rates. Comparatively, the population growth in Hillingdon is projected to be higher than any other North West London CCG and will be above both the average for London and England.



# Affordability threshold

The current financial envelope for this service, is approx £3.9M per year.

The current intention is for a new contract to continue to be on the basis of a “block contract” basis for a period of 3 year minimum, and the CCG reserving the right to extend this for an additional 2 year contract duration period.

# TUPE implications

It is envisaged that the workforce currently delivering the Urgent Care Service will have employment protection rights under TUPE legislation, meaning that if there is a change of provider, the new employer will have obligations to plan the potential transfer of workforce from the incumbent provider(s).

# Premises

The current service is co-located on the local acute trust site of Hillingdon Hospital NHS Foundation Trust, Pield Heath Road, Hillingdon UB8 3NN. The rationale for this is that it provides the front end steaming provision to enable a quick, seamless patient journey to the most clinically appropriate service – i.e. A&E Department, self-care, primary, community and other services.

The Hillingdon CCG sees no reason to change this arrangement, with this solution providing excellent access for patients. As such, the new service will assume to be provided from the same premises. This obviously provides a quick solution for providers considering their interest in the future contract.

Whilst the Hillingdon CCG has assurances from the NHS Trust in regard to the continued availability of the premises for ongoing provision of an Urgent Care Centre, the new service provider will be expected to negotiate an agreement with the local acute trust on premises and dedicated space allocation as the benefits afforded by co-location with A&E Department will support reduction in A&E attendances, improvement in national A&E targets and improve patient experience.

# The future contract for an Urgent Care Centre

The current commissioning intentions of Hillingdon CCG for the future provision of an Urgent Care Centre, is built on a wide range of data, people’s experiences, best practice and a structured approach to prioritisation, to agree a number of shared priority work streams. The intention is to award a contract during 2017 to enable a new service to commence from April 2018.

The future service will be a stand-alone service for the Borough of Hillingdon. However, this does not exclude collaborative arrangements that the successful future provider may wish to propose.

The CCG wishes to engage with the market and invite expressions of interest to:

* Provide opportunity to deliver the new models of integrated urgent care
* Listen to providers’ views, experiences and ideas which might offer benefit to a UCC in Hillingdon
* To allow potential providers opportunity to consider and prepare for responding to an opportunity to apply to provide UCC service in Hillingdon effective 1st April 2018

The full service specification will be made available to Bidders should the CCG opt to proceed with a formal procurement process.

# Current Intended Timeline

Should the current service be competitively tendered, then the following high level timelines are likely

* Market engagement – From June 2017
* Finalising CCG’s requirements – August 2017
* Invitation to the market to prepare tenders – Sept 2017
* Awarding of new contract to preferred bidder – End of Nov 2017
* Mobilisation phase – Dec 2017 through March 2018
* Commencement of new service – April 2018

# Useful Reference Documents

Providers may find the attached links useful as supporting documentation

Significant pieces of work and patient engagement has been undertaken by NHS Healthly London Partnership and this very much underpins the vision and strategy for Integrated Unscheduled and Urgent Care Services across Hillingdon CCG:

***The patient experience and their expectations***

<https://www.myhealth.london.nhs.uk/system/files/Nov%202015%20Event%20-%203%20The%20Patient%20Perspective_0.pdf>

***Patient Co-design***

<https://www.myhealth.london.nhs.uk/system/files/Nov%202015%20Event%20-%20A%20Patient%20Co-design%20workshop.pdf>

***Responding to Patients Expectations***

<https://www.myhealth.london.nhs.uk/system/files/Nov%202015%20Event%20-%204%20Responding%20to%20Patient%20Expectations%20-%20the%20U%26EC%20Facilities%20Specification.pdf>

***Redesigning Urgent and Emergency Care Services***

<https://www.myhealth.london.nhs.uk/system/files/Nov%202015%20Event%20-%202%20Urgent%20and%20Emergency%20care%20-%20the%20new%20offer.pdf>

**Coordinated consistent and clear - London urgent and emergency care vision**

<https://www.myhealth.london.nhs.uk/system/files/Coordinated%20consistent%20and%20clear%20-%20London%20urgent%20and%20emergency%20care%20vision%20-%202015.pdf>

**FINAL London UEC Facilities and system specifications November 2015**

<https://www.myhealth.london.nhs.uk/system/files/FINAL%20London%20UEC%20Facilities%20and%20system%20specifications%20November%202015.pdf>

**Next steps on the NHS Five Year Forward View**

<https://www.england.nhs.uk/wp-content/uploads/2017/03/NEXT-STEPS-ON-THE-NHS-FIVE-YEAR-FORWARD-VIEW.pdf>