

REPORT

Item No: _____

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| SUBJECT: | NHS Lanarkshire Out of Hours Urgent Care Services |
| TO: | Integration Joint Board |
| Lead Officer for Report: | Ross McGuffie |
| Author(s) of Report | Marianne Hayward Head of Health and Social Care South HSCP |
| DATE: | 21-5-19 |

1. PURPOSE OF REPORT

This paper is coming to the IJB

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| For approval | <input type="checkbox"/> | For endorsement | <input type="checkbox"/> | To note | <input checked="" type="checkbox"/> |
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2. ROUTE TO THE BOARD

This paper has been:

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| Prepared | <input checked="" type="checkbox"/> | Reviewed | <input type="checkbox"/> | Endorsed | <input type="checkbox"/> |
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By:

3. RECOMMENDATIONS

4. VARIATIONS TO DIRECTIONS?

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| Yes | <input type="checkbox"/> | No | <input type="checkbox"/> | N/A | <input checked="" type="checkbox"/> |
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5. BACKGROUND/SUMMARY OF KEY ISSUES

5.1 BACKGROUND

There was a national independent review of Out of Hours Services commissioned by the Scottish Government in 2015. This was undertaken due to challenges emerging nationally in the ability to deliver services out of hours, primarily through GP sustainability. This review was led by Sir Lewis Ritchie and published November 2015.

This review resulted in a new model of delivery for Lanarkshire which was an Urgent Care Resource Hub in Hamilton and Urgent Care Centre in Airdrie Health Centre in Airdrie. The Out of Hours service is a hosted service, managed from the South Health and Social Care Partnership.

5.2 The Urgent Care Resource Hub in Hamilton hosts the full range of staff and is also the base for the call handlers, cars and drivers. The care staff include GPs, Nurse Practitioners, Mental Health Nurses, Paediatric Nurses and Advanced Nurse Practitioners and Pharmacists. The Urgent Care Centre in Airdrie hosts GP and nursing staff, supported by administrative reception staff.

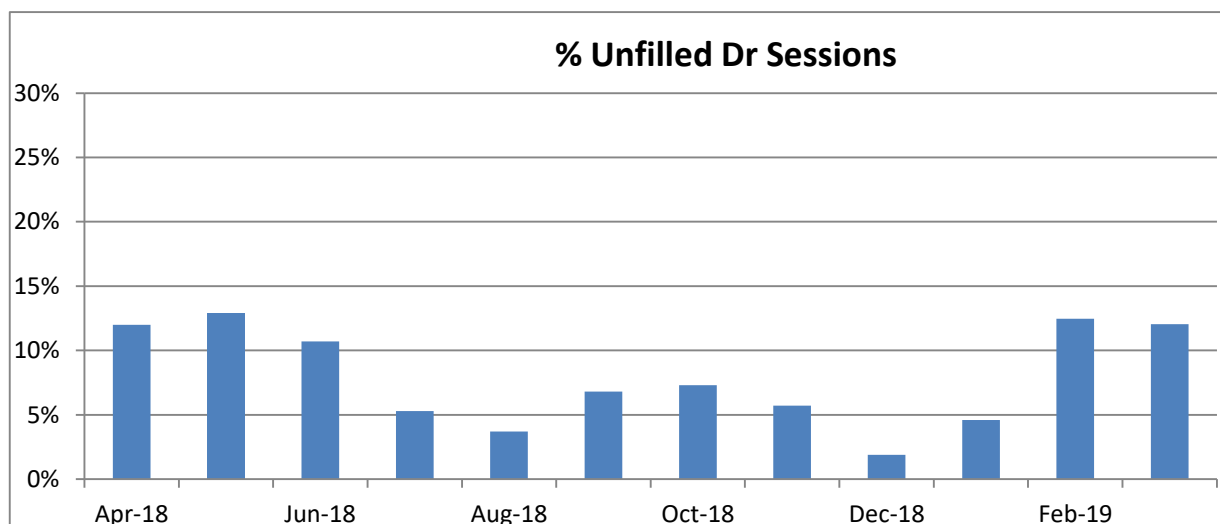
5.3 Following the introduction of the new model in 2015, there was significant improvement in staffing uptake and the service was also successful in recruiting additional nursing staff to take on additional roles. In addition work has also been underway to grow an alternative workforce which are paramedic, pharmacy as well as paediatric and mental health nursing.

5.4 GP Sustainability

Within the Out of Hours Service there are salaried and GPs who work on a sessional basis directly or through an agency. The commitment is to ensure there is GP across both Out of Hour sites, however there has a number occasion when this has had to drop to one site to ensure patient and staff safety due to insufficient GP cover. This has happened twice this year and twelve times last year. The variation is attributed to vacancies at different times and less concentrated patches this year. There are approximately 12% unfilled GP shifts per month.

Low GP sustainability issues for Out of Hours are mirrored in the In Hours Service, with a number of GP practices experiencing challenges in remaining open. However Out of Hours GP vacancy challenges have also been attributed to variation in pay rates with the rest of the West of Scotland with Lanarkshire being less competitive.

Table 1. GP Unfilled Shifts



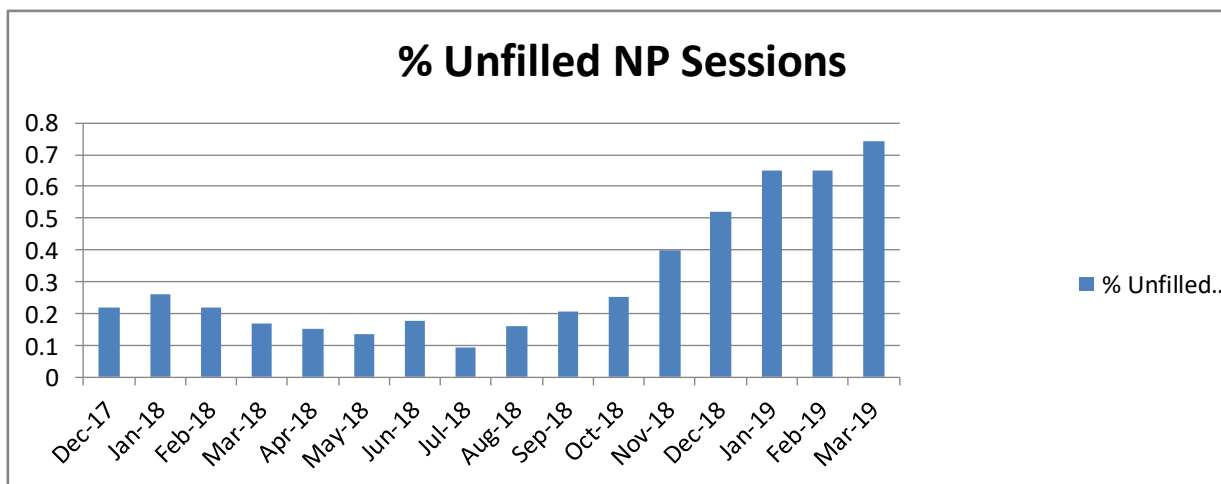
5.5 Nursing Sustainability

Within the Out of Hours Service there has been a commitment to expand the nursing service in order to support GP sustainability problems. There have been a number of initiatives involving different roles and responsibilities, including introduction of MH nurses, Paediatric Nurses and last year Advanced Nurse Practitioners. The growth of Advanced Nurse Practitioners has been

challenging due to the attrition to GP Practices. However, we are continuing to recruit and are reviewing the model to look at improving attrition rates. This is also the case for Nurse Practitioners. With the increased attrition and vacancy factor (currently 70% to date). The service is continuing to review the skill mix and consider how we support Advanced Nurse Practitioners and Nurse Practitioners in the future. This includes the opening of a nurse bank for these groups of staff for the first time.

Table 2

Nurse Practitioner Unfilled Shifts



5.6 Mitigation Actions

The service has put a number of mitigating actions in place to address the workforce issues and every changing challenging environment. Staff and patient safety is the overarching priority. In addition every effort is made to ensure both sites, Hamilton and Airdrie remain open. Mitigating factors which have been put in place include:

- The setting up of a workforce development group which consists of North and South Clinical Representatives. This group has developed a
- Agreed an increase in GP pay rates which has made Lanarkshire competitive with the rest of the West of Scotland.
- Work with professional leads to support the growth of an alternative workforce e.g. mental health, paediatrics nursing and pharmacy.
- NHS Lanarkshire bank employing NPs and ANPs, with professional governance arrangements in place.
- Recruit to Advanced Nurse Practitioners specifically for Out of Hours
- Agreement with NHS 24 to rotate sessions for NHS 24 ANP to have face to face patient contact, with professional governance arrangements in place.
- Pursue opportunities to offer nurse practitioners within acute to develop competencies to work within OOH
- Have a rolling recruitment and accompanying training for new nurse practitioners
- A pilot with an Emergency Department Consultant used to re triage NHS 24 calls and redirect to reduce demand.
- Use of Technology to support 'virtual consultations using 'Attend Anywhere'.
- The OOH workforce problems has been identified as high risk on the NHS Lanarkshire risk register.

There is a Primary Care Improvement Plan in place to address the In house GP sustainability issues. This is a separate report and can be accessed on request.

6. CONCLUSIONS

- 6.1 The NHS Urgent Care Out of Hours service has experienced workforce sustainability issues since the original review. This has increased as the pressures on in hours GMS services increase.
- 6.2 The workforce issues have led to staff and patient safety concerns which have necessitated concentrating services on one site (Douglas Street) twice this year, twelve times last year. It should be noted that when there is no clinical presence in Airdrie patients are offered the option of a house call or transport by taxi to Hamilton.
- 6.3 There are a number of mitigating actions in place to address the workforce issues.
- 6.4 Patient Safety and Staff Governance remains the overarching priority

7. IMPLICATIONS

7.1 NATIONAL OUTCOMES

7.2 ASSOCIATED MEASURE(S)

7.3 FINANCIAL

This paper has been reviewed by Finance:

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| Yes | <input checked="" type="checkbox"/> | No | <input type="checkbox"/> | N/A | <input type="checkbox"/> |
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7.4 PEOPLE

7.5 INEQUALITIES

EQIA Completed:

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| Yes | <input checked="" type="checkbox"/> | No | <input type="checkbox"/> | N/A | <input type="checkbox"/> |
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8. BACKGROUND PAPERS

9. APPENDICES



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CHIEF ACCOUNTABLE OFFICER (or Depute)

Members seeking further information about any aspect of this report, please contact Marianne Hayward on telephone number 01698 453704.