

Appendix A

Update on Physical Health Services Review

Objective:

The purpose of this report is to provide Hillingdon Council's External Services Scrutiny Committee an update on the review of CNWL's Podiatry and MSK Service delivery model within the Borough and to provide assurances that the schemes proposed will not reduce service provision or negatively impact quality.

The report demonstrates how CNWL proposes that the services can be delivered in a more efficient and effective manner, aligned to the local ambition to deliver locality based services.

Introduction:

CNWL provides a range of high quality community services to the local population in Hillingdon and is deeply committed to continuing to provide such services into the future. Our community services are effective and well regarded by patients and stakeholders.

Our patient survey results improve year on year with the majority of patients and service users recommending us to friends and family.

Our physical health Community Services were rated as 'good' in the CQC inspection in February 2015. This is something the Trust is extremely proud of and therefore will only commit to transforming services when we are assured that that quality will be maintained or improved as a result for the local population.

The Trust has strong working relationships with all partners in the borough, including the Local Authority and Hillingdon Clinical Commissioning Group (CCG) and is committed as an equal partner to delivering new models of care as part of the implementation of a Hillingdon Accountable Care Partnership, (Hillingdon Health & Care Partners) and the Better Care Fund. We are also working closely with partners to support the development and implementation of the Sustainability and Transformation Plan.

Hillingdon CCG gave a 3 year contract offer to CNWL starting April 2016 which was welcomed as it demonstrates to us the CCG's long term commitment to CNWL and our provision in Hillingdon. This offer has been made on the basis that the Trust continues to support the CCG in delivering services in the most efficient and effective way for the residents of Hillingdon. This requires the Trust to transform some of how we deliver care.

During 2016-17 we agreed to transform how we offer MSK and Podiatry services. We are also making some other back office changes, which do not have any impact on how we deliver those services to the public.

Any change delivered by CNWL is guided by the following principles:

- We are committed to delivering care that is integrated; timely; accessible and coordinated around the patient.
- Services will be aligned to GPs and GP networks and where possible accessible locally within each of the 3 localities,
- We will ensure that changes we implement maintain high quality services; operational stability and financial sustainability
- There will be no reduction in access to appointments and the redesigned services will continue to deliver required activity and other core contractual KPIs

- There will be no negative impact on patient safety

For any change in delivery the Trust we will always carry out a thorough quality impact assessment that will undergo a 3 level clinical sign off process before implementation.

MSK Physiotherapy

The majority of users (nearly 80%) of this service are working age adults. A patient telephone survey undertaken in 2015 revealed that working age patients accessing this service would prefer longer opening hours, with the availability of weekend appointments. This is something that is available in neighbouring areas and CNWL needs to keep pace with changes in the provision regionally and nationally.

In response to this the Trust are implementing a plan that will provide access to appointments from 8am to 8pm weekdays and Saturday mornings. To achieve this we will concentrate our MSK service deliver in three main hub sites; one in each locality:

- Hayes and Harlington: Warren Health Centre in Hayes
- Uxbridge and West Drayton: Uxbridge Health Centre
- North: Eastcote Health Centre

Number of available appointment slots will not reduce. In fact the model plans for growth during 2016-17.

Some patients will inevitably have further to travel, however all 3 sites do have good public transport links and nearby car parking they are less likely to be affected by the changes to location. Patients with mobility problems can be seen at home by the community rehabilitation service.

The Trust is on track to deliver these changes through October 2016.

Podiatry

The current service operation from 8 sites with mixed opening hours is not resilient. Our performance indicators tell us that our cancellation rates by service are high. This is because if a Podiatrist is working alone in a clinic and for whatever reason cannot come to work, the Trust has no opportunity for their appointments from that clinic to be allocated to another member of the team.

Our highest risk patients have comorbidities such as diabetes but our current configuration of clinics does not maximise the opportunity to run appointments which coincide with long-term condition or tissue viability services.

In order to deliver a service that is more convenient for patients with comorbidities, who rely on other services we provide, alongside a service which is more resilient, we plan to concentrate provision on 3 locality based sites.

We will re-model our delivery so we can offer appointments 9am to 5pm across those three sites and have more than one podiatrist working in each of those clinics during these times.

This model allows for second opinions and access to specialist advice, more supervision for our more junior podiatrists and the ability to attempt to re-allocate appointments should a Podiatrist be unwell.

Number of available appointment slots will not reduce, again our modelling factors planned growth over the next year.

In line with our strategy to offer locality based services we will focus on 3 key sites – one in each locality:

- South: Hayes and Harlington: Hesa Primary Care Centre in Hayes
- Central: Uxbridge and West Drayton: Uxbridge Health Centre
- North: Eastcote

One is twelve patients will continue to receive their podiatric care at home.

We have carried out a patient engagement exercise to understand the impact of this change. We have interviewed patients at sites affected with no negative responses received. We wrote to 3,000 patients to explain the planned changes. 1.7% responded with concerns, other callers simply wanted to understand where they would attend in future.

Of the concerns raised the majority were in relation to the additional travel required by those patients. The sites selected are accessible by public transport and have car-parking facilities available. We will also re-assess all patients as to their eligibility for patient transport should that be required.

The Trust is on track to deliver these changes through October 2016.

Next Steps

The Trust will continue its patient engagement during September.

We have launched a poster campaign in our key MSK sites explaining the planned changes and will speak to every patient registering for the service during September if they are affected.

For those adversely affected by the move in clinic bases (particularly Podiatry) we will proactively offer assessment for Patient Transport either by phone or at their next appointment prior to the change in clinic configuration.

Implementation will be phased throughout October with all changes implemented by November.

Graeme Caul
Borough Director
31 August 2016