

NWL Acute Provider Collaborative Board in Common (Public)

15/07/2025

Item number: 3.1

This report is: Public

Future of Minor Injuries Provision across The Hillingdon Hospitals NHS Foundation Trust (THHFT)

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Purpose of report

Purpose: Decision or approval

The THHFT Trust Standing committee recommends that the Board of THHFT approve the consolidation of minor injuries services into a single, clinically robust and financially sustainable model. This proposal involves bringing together the standalone Urgent Care Nurse Practitioner Service (UCNPS) at Mount Vernon Hospital (MVH) with the Urgent Treatment Centre (UTC) at Hillingdon Hospital (HH), with the aim of optimising resources and enhancing access, safety, and equity of care across the borough.

Report history

Outline committees or meetings where this item has been considered before being presented to this meeting.

CEO Cabinet 30/06/2025 Supported the case for change	THHFT Trust Standing Committee 03/07/2025 Supported the case for change and recommend the Board of THHFT approve
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Executive summary and key messages

Strategic Rationale:

The Trust currently operates two minor injuries services with differing scopes and resilience. MVH UCNPS is a limited, appointment-only service, while HH UTC is a 24/7 walk-in facility with

broader clinical capabilities but workforce fragility. Consolidation addresses inequity, duplication, and inefficiency.

Key Benefits:

- Improved access for underserved populations
- Enhanced clinical safety and resilience
- Alignment with NHSE urgent care standards and Core20PLUS5 equity goals
- Supports NHS 10-Year Plan priorities: shifting care closer to communities, reducing health inequalities, and strengthening prevention-focused urgent care
- Recurrent savings of £1 million per annum

Workforce Impact:

All MVH staff will be offered redeployment to HH UTC, supported by a formal HR consultation. No redundancies are anticipated.

Financial Impact:

Consolidation eliminates premium agency costs and avoids capital investment at MVH. There is no expected change in Trust income or overall activity.

Engagement and Risk Mitigation:

Extensive engagement has been undertaken with stakeholders, including staff, community groups, and elected officials. A full Equality and Health Inequalities Impact Assessment (EQIA) and risk assessment have been completed.

The Board of THHFT is asked to:

- Approve the proposal to consolidate services
- Endorse implementation and communications plans
- Support staff consultation and transition planning

as recommended by the THHFT Trust Standing Committee

Strategic priorities

Tick all that apply

- ☒ Achieve recovery of our elective care, emergency care, and diagnostic capacity
- ☒ Support the ICS's mission to address health inequalities
- ☒ Attract, retain, develop the best staff in the NHS
- ☒ Continuous improvement in quality, efficiency and outcomes including proactively addressing unwarranted variation
- ☒ Achieve a more rapid spread of innovation, research, and transformation

Impact assessment

Tick all that apply

- ☒ Equity
- ☒ Quality
- ☒ People (workforce, patients, families or careers)
- ☒ Operational performance
- ☒ Finance
- ☒ Communications and engagement
- ☒ Council of governors