

SUBJECT: OUT OF HOURS SERVICE

1. PURPOSE

The Out of Hours Urgent Care Report is coming to the Board:

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

The Out of Hours Urgent Care Report have been:

Prepared	<input checked="" type="checkbox"/>	Reviewed	<input type="checkbox"/>	Endorsed	<input type="checkbox"/>
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by Marianne Hayward, Head of Health and Social Care, South Lanarkshire Health and Social Care Partnership.

3. SUMMARY OF KEY ISSUES

BACKGROUND

The Out of Hours Service is provided by an Urgent Care Resource Hub in Hamilton, and Urgent Care Centre in Airdrie Health Centre. The Out of Hours service is a hosted service, managed from the South Health and Social Care Partnership.

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 health care staff includes GPs, Nurse Practitioners, Mental Health Nurses, Paediatric Nurses, Advanced Nurse Practitioners (ANPs) and Pharmacists. The Urgent Care Centre in Airdrie hosts GP and nursing staff, supported by administrative reception staff.

In recent years the service has been successful in recruiting additional nursing staff to take on additional roles. Recently, in the last year, work has also been underway to grow an alternative workforce which are paramedic, pharmacy as well as paediatric and mental health nursing. Despite these initial improvements and new initiatives GP fill rates for OOH workforce remains challenging across the 2 sites. Nurse Practitioner fill rates are now challenged due to attrition of these staff moving to promoted posts, and to GP Practices. ANP attrition has also been affected by staff moving to GP practices.

This report is to highlight the ongoing challenges being encountered in maintaining two OOH sites, to reassure the Board that actions are being taken to ensure that two sites are maintained, and it describes the range of short to medium term actions in place, and how this is being closely managed and monitored.

GP Sustainability

Within the Out of Hours Service there are GPs who are employed or work on a sessional basis directly or through an agency. The commitment is to ensure there is sufficient cover of GPs across both Out of Hour sites, however there has been a number of occasions when this has not been possible and the service has concentrated the available resources on one site.

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.

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, the service is continuing to recruit and is reviewing the model to look at improving attrition rates. This is also the case for Nurse Practitioners.

With the increased attrition and vacancy factor (70%). 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.

4. STRATEGIC CONTEXT

This paper links to the following:

Corporate objectives	<input checked="" type="checkbox"/>	AOP	<input checked="" type="checkbox"/>	Government policy	<input checked="" type="checkbox"/>
Government directive	<input type="checkbox"/>	Statutory requirement	<input type="checkbox"/>	AHF/local policy	<input type="checkbox"/>
Urgent operational issue	<input type="checkbox"/>	Other	<input type="checkbox"/>		

5. CONTRIBUTION TO QUALITY

This paper aligns to the following elements of safety and quality improvement:

Three Quality Ambitions:

Safe	<input checked="" type="checkbox"/>	Effective	<input checked="" type="checkbox"/>	Person Centred	<input checked="" type="checkbox"/>
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Six Quality Outcomes:

Everyone has the best start in life and is able to live longer healthier lives; (Effective)	<input checked="" type="checkbox"/>
People are able to live well at home or in the community; (Person Centred)	<input checked="" type="checkbox"/>
Everyone has a positive experience of healthcare; (Person Centred)	<input checked="" type="checkbox"/>
Staff feel supported and engaged; (Effective)	<input checked="" type="checkbox"/>
Healthcare is safe for every person, every time; (Safe)	<input checked="" type="checkbox"/>
Best use is made of available resources. (Effective)	<input checked="" type="checkbox"/>

6. MEASURES FOR IMPROVEMENT

There is a workforce action plan in place. This is currently being monitored by an OOH workforce group.

Improvement Actions

The service has put a significant number of mitigating actions in place to address the workforce issues in an ever changing and 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 actions include:

- The setting up of a workforce development group which consists of North and South Clinical Representatives. This group has developed an action plan and risk register.
- 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 have been identified as high risk on the NHS Lanarkshire risk register.

7. FINANCIAL IMPLICATIONS

The increases in GP OOH pay rates have been met within budget and now match rates being offered by other West of Scotland Boards.

8. RISK ASSESSMENT/MANAGEMENT IMPLICATIONS

Patient Safety has always been a priority for the Out of Hours service. When the service has been compromised in terms of staffing, business continuity dictates withdrawing to one site. This has happened 12 times in 2017/18 and 4 times 2018/19. When this happens every effort is made to ensure that patients have access to home visits or transport to reach the Douglas St Site.

9. FIT WITH BEST VALUE CRITERIA

This paper aligns to the following best value criteria:

Vision and leadership	<input type="checkbox"/>	Effective partnerships	<input type="checkbox"/>	Governance and accountability	<input checked="" type="checkbox"/>
Use of resources	<input type="checkbox"/>	Performance management	<input checked="" type="checkbox"/>	Equality	<input checked="" type="checkbox"/>

Sustainability Management	<input checked="" type="checkbox"/>				
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10. EQUALITY AND DIVERSITY IMPACT ASSESSMENT

No.

11. CONSULTATION AND ENGAGEMENT

The OOH workforce challenges have been highlighted to the NHS Corporate Management Team and North Health and Social Care Partnership. A weekly update will be provided to the Corporate Management Team, in order to ensure that mitigating actions are effective and to enable the Team to monitor the position closely.

12. ACTIONS FOR THE BOARD

The Board is asked to:

Approve	<input type="checkbox"/>	Endorse	<input type="checkbox"/>	Identify further actions	<input type="checkbox"/>
Note	<input checked="" type="checkbox"/>	Accept the risk identified	<input checked="" type="checkbox"/>	Ask for a further report	<input type="checkbox"/>

13. FURTHER INFORMATION

For further information about any aspect of this paper, please contact:

Marianne Hayward
 Head of Health and Social Care
 Telephone: 01698 453704

24th May 2019