

<b>Report to:</b>	<b>Public Board of Directors</b>	<b>Agenda item:</b>	<b>13</b>
<b>Date of Meeting:</b>	<b>28 November 2018</b>		

<b>Title of Report:</b>	<b>Bath Urgent Treatment Centre Update</b>
<b>Status:</b>	<b>For information and discussion</b>
<b>Board Sponsor:</b>	<b>Francesca Thompson, Chief Operating Officer</b>
<b>Authors:</b>	<b>Claire Croxton, Deputy Divisional Manager, Medicine</b>
<b>Appendices:</b>	<b>None</b>

<b>1. Executive Summary of the Report</b>
This report is presented to Board for information and approval. It provides an overview regarding the Bath Urgent Treatment Centre service.

<b>2. Recommendations</b>
Board of Directors are asked to note the information provided.

<b>3. Legal / Regulatory Implications</b>
The Urgent Treatment Centre service is subject to CQC regulation.

<b>4. Risk</b>
The current risks within the service are outlined in the attached report.

<b>5. Resources Implications (Financial / staffing)</b>
Nil identified.

<b>6. Equality and Diversity</b>
All services are delivered in line with the Trust's Equality & Diversity Policy.

<b>7. References to previous reports</b>
Previous report was provided to Management Board in April 2018 pre-go live of the service.

<b>8. Freedom of Information</b>
Private.

## Bath Urgent Treatment Centre Update

### 1. Background

The Bath Urgent Treatment Centre (UTC) successfully transferred to the RUH on the 1<sup>st</sup> May 2018. This report is presented to the Board of Directors for information and discussion regarding the transfer, current operating model and governance arrangements.

### 2. Context

In April 2017, RUH and Bath & North East Somerset Enhanced Medical Services (BEMS) the BaNES GP Federation, jointly submitted a bid to run the Bath Urgent Treatment Centre, which is based on site at the RUH and provides urgent primary care services to walk in and booked patients. The contract was tendered by BaNES CCG, supported by the South, Centre and West Commissioner Support Unit.

In August 2017, following confirmation of the tender being awarded, a mobilisation project structure was established made up of the following;

#### 2.1 UTC Steering Group

- Co-chaired by the Chief Operating Officer (RUH) and Chief Executive Officer (BEMS).

#### 2.2 UTC Mobilisation team

- Internal Project Group, meeting fortnightly and including leads from the Emergency Department, Medicine, HR, IT, BEMS, Communications, Finance, Business Continuity, Business Development
- External Mobilisation group meeting monthly with BaNES Commissioners, RUH and BEMS Senior Management

### 3. Transfer of Staff

The operational team within the Medical Division worked closely with HR Business Partners to ensure that the transfer of staff was carried out in line with the national TUPE process, linking with the previous contract provider Vocare and ensuring as many opportunities as possible were taken to engage with staff. Engagement involved group sessions, 1:1s and regular communication. Staff engagement was also undertaken with the RUH Emergency Department and across the two services to maximise opportunities for integration including joint education, training and orientation to support a smooth transition of service.

All staff identified to transfer to the new service successfully moved and to date only one member of staff has since resigned. Following transfer there have been 2 team development days and the feedback has been very positive.

### 4. Service Delivery

The UTC service is provided from 8am to midnight seven days per week. Nurse Practitioners cover streaming of walk-in patients and undertake consultations with booked patients. Following go live in May 2017 the number of unfilled practitioner shifts has improved from 50% to 30%. During November there is a further recruitment drive. The service, once fully

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established, will also consider providing an overnight service if the audit data demonstrates that there is a demand.

The GPs undertake consultations with booked patients and provide a service 7 days a week; the coverage is detailed in the table 1.

*Table 1: UTC GP Session Summary*

Session	Time of Session
Monday to Friday	14.00 - 18.00
Monday to Friday	18.00 - 00.00
Sat and Sunday	10.00 - 18.00
Sat and Sunday	18.00 - 00.00
Bank Holidays	10.00 - 00.00

The GP shift fill rate started well when the service transferred across, however there were a number of gaps throughout the summer period mainly affecting evenings and weekends. As outlined below in table 2, the cover has improved with 91% of shifts covered in October. November and December shift fill are also encouraging.

*Table 2: Percentage of GP Shifts Filled by Month*

May	June	July	Aug	Sept	Oct
80%	69%	63%	51%	64%	91%

## 5. Management Arrangements

Following go live the monthly UTC Steering Group co-chaired by the Chief Operating Officer (RUH) and Chief Executive Officer (BEMS) has continued to meet and a monthly UTC Governance meeting has been established, chaired by the Lead GP from BEMS. Both meetings are well attended and the UTC Steering Group is and will continue to run until one year post mobilisation. Identified risks are managed through these groups. The current areas of concern remain GP and Nurse Practitioner shift fill rates, pharmacy cover and activity data capture.

## 6. Post Project Evaluation

A full post project evaluation along with lessons learned and benefits realisation will be presented at Management Board in early 2019 (date to be confirmed).

## 7. Recommendation

The Board is asked to note the information outlined in the report, the successful mobilisation of the Bath Urgent Treatment Centre and that there is a robust governance process in place in addition to monthly contract review with commissioners.