1. Sponsor

The Executive Lead or Sponsor for this piece of work is Craig Cunningham South Community Health Partnership Lanarkshire.

2. Commissioning Group

The commissioning group comprises Craig Cunningham Head of South CHP, Lena Collins Head of Planning and Performance South CHP, Calvin Brown Communications, Tom Bryce General Manager SW Unit, and Lorraine Smith Service Manager OOH, Dr Mackintosh, OOHS Clinical Director, Nursing representative TBA

3. Commission

Approval for undertaking the review has been provided by NHS Lanarkshire Modernisation Board at a meeting held 5th August 2013.

An initial meeting took place in Kirklands Bungalow at 11.00 am on Friday, 30 August 2013. In attendance were Lena Collins, Head of Planning and Performance South CHP and Kate Bell, Change and Innovation Manager within the Planning and Development Department.

The Planning and Development Department was requested to provide support to manage the review process and to support the commissioning group to engage all interested stakeholders in a review of the current Out of Hours (OOH) services in Lanarkshire.

It was agreed that the approach taken would be consistent with the ‘A Healthier Future’ framework and cover:

- Assessing the viability of the current state of GP Out of Hours provision in Lanarkshire
- Carrying out a ‘diagnostic’ into the current state of the service provision with specific focus on the current demand and capacity of the service
- Undertaking a review of current service arrangements including operating procedures and workforce capacity and utilisation
- Capturing the experience of staff and patients who currently operate and use the services
- Identifying opportunities for improvement to services

4. Background

In 2004 changes to the nationally agreed GP contract saw the responsibility for the provision of ‘out of hours’ care transferring from local GPs to be the responsibility of the Board. The NHS Lanarkshire service was developed around a home visiting service for those too unwell or frail to leave their home and primary care centres for an appointed service for those who were able to travel.

Calls are managed via the NHS24 call centre, dispatched to NHS Lanarkshire HUB at Hairmyres Hospital for an appointment or home visit for the patient. They also recommend a time frame in which they consider the patient should be seen as a guideline with KPI targets in relation to the home visiting service.

Over the last few years, there have been increasing difficulties in maintaining the current service model for the provision of Primary Care Out of Hours (OOH) services – especially General Medical Services (GMS). An increasing number of people are using the OOH Service as their ‘means of choice’ to access primary care services. Increasing numbers of patients are being transferred to the Service from Accident and Emergency
services across the three District General Hospitals. Changes in GP working practices make it increasingly difficult to recruit GPs to work in the OOH period. Taking the foregoing into consideration, together with a similar picture emerging nationally, it has been agreed that a full review of the existing Service is required.

Current services are provided across five centres as follows:

- Three are based in the acute general hospitals which operate 6pm-8am Monday- Friday and twenty four hours at the weekend.
- Two satellite centres, one at Cumbernauld which operates 6pm-10pm Monday- Friday and 9am-2pm Saturday and Sunday and one at Lanark which operates 6pm-12mn Monday-Friday and 9am-1pm Saturday and Sunday.

On public holidays the hospital and satellite centres are open for the twenty four hour period.

5. **Stakeholder mapping and analysis**

This is a priority action to be undertaken by the commissioning group in consideration of the scope and scale of the piece of work. It is recognised that the stakeholders are those who utilise and deliver the interdependent functions in acute and community services.

The review will be conducted in accordance with CEL 4(2010)\(^1\) in terms of engagement of stakeholders in potential service change.

6. **Suggested approach**

The Head of South Lanarkshire CHP will chair a core group which will conduct the review. This will include contributions from:

- Key OOH Service personnel
- North and South Lanarkshire Public Partnership Forums (PPFs)
- NHS24
- NHS Lanarkshire Communications
- NHS Lanarkshire Planning & Development
- NHS Lanarkshire Acute division
- Nursing Directorate
- Staff representative
- General practice representative
- SAS (as required)
- HR/OD (as required)
- Health Council
- Information Management Services
- Local Authorities out-of-hours

The review may comprise two main phases:

**Stage 1**: Review current position in NHS Lanarkshire with regard to the GP OOHs service.

1. **Craig Cunningham to:**
   - Convene a review board with relevant key informants, patient and carer representatives and subject matter experts to assemble the data and information required to review the current service and ensure we take an inclusive approach.

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\(^1\)“Informing, Engaging and Consulting People in Developing Health and Community Care Services”, Chief Executive Letter 4, Scottish Government Health Directorates, Feb. 2010
2. Commissioning group to:
   ▪ Undertake stakeholder mapping and analysis to identify stakeholders by name, role and organisation.
   ▪ to establish a collaborative approach to the review of the current service with a focus on demand and capacity
   ▪ Inform the Scottish Health Council of the review to enable an assessment to be carried out in line with CEL 4(2010).
   ▪ Develop a communication and engagement strategy to inform stakeholders about the review (scope and timeframe).

3. Change and Innovation to:
   ▪ provide Change Management leadership to support the service change process and report on the review process
   ▪ engage with lay stakeholders in line with the NHS Lanarkshire PFPI\(^2\) strategy and the national Participation Standard
   ▪ undertake work to capture staff and service user experience in Lanarkshire (e.g. through 1-1 interviews, focus groups, questionnaires and patient stories/narratives)
   ▪ design an approach for the review process and all stakeholder engagement event that ensures the active and meaningful participation of service users, public representatives and relevant staff groups in the review processes
   ▪ oversee the event management (e.g. invitations, presentations, venue booking and management of event programme)
   ▪ provide comprehensive reports of each stage of the process and detail the findings of the review

**Stage 2:** Consider the implications of the review and develop a plan to consider any redesign opportunities within existing resources.

1. NHS Lanarkshire Modernisation Board to:
   ▪ consider the findings and recommendations of the review and agree the priorities for service improvements

2. Commissioning group to:
   ▪ to establish a partnership approach to consulting on and implementation of the recommendations of the review (this may include further engagement utilising option appraisal to reach agreement on the right service model and service configuration for NHS Lanarkshire GP OOH service.

**7. Timeframe**

The review is considered an urgent piece of work and will be accelerated where and when possible. The review will report by end of 2014. A review plan will be developed to set out the stages/milestones for the review and the detailed work to be carried out by the multi-disciplinary, multi-agency review group.

**8. Resources**

Resources for running the project and undertaking work to assess the current service demand and capacity will be met from the review team with subject matter knowledge and expertise. Resources required for a stakeholder event, design and management, stakeholder engagement, capturing views, opinions, experience and any public consultation will be provided through Change and Innovation and Planning and Development Department funding.

Kate Bell
Change and Innovation Manager
04 September 2013

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\(^2\) Patient Focus and Public Involvement