

TRAFFORD COUNCIL

Report to: Health Scrutiny Committee
Date: 12th March 2020
Report for: Information
Report of: Trafford Coordination Centre

Report Title

Trafford Coordination Centre

Summary

Trafford Coordination Centre (TCC) contract was awarded to DXC Technologies and the 5 year contract commenced in June 2015. The contract is due to end on the 30th June 2020 and Trafford CCG took this opportunity to review the sustainability of the service. After a period of significant due diligence a paper was presented to the CCG Governing Body that took place on the 7th Jan 2020 who approved the recommendation to allow the TCC contract to expire on the 30th June 2020. Since this date the CCG has initiated a detailed exit plan and this paper provides Health Scrutiny with assurances on the exit process.

This paper provides:

- Brief overview of the service and history
- Responds to concerns raised by members of the public to Health Scrutiny
- Provides a summary of the exit plans in respect to the care coordination function
- Provides a summary of the programme of work that has been initiated to mitigate the impact to the referral management function

Recommendation(s)

Health Scrutiny are asked to note the decision made by the CCG Governing Body on the 7th January 2020 and the mitigating actions that are being taken to ensure there is minimal impact to patients who are currently managed and supported by the TCC.

Contact person for access to background papers and further information:

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Extension:

1. Background

The TCC contract is held between Trafford CCG and DXC Technologies and the service commenced on the 30th June 2015 and is due to expire on the 30th June 2020.

Trafford Co-ordination Centre (TCC): Is a free NHS service for patients (currently adults aged 18 and over) registered with a Trafford GP. The TCC aims to reduce healthcare costs and improve the patient's experience in their journey through the Trafford health and care system. Currently it does this in two ways:

- A care co-ordination service, which aims to help patients stay safe and well at home and avoid unplanned hospital admissions and readmissions. This is a telephone support service provided by a clinical team which is suitable for people who have a wide range of health and/or social care needs that involve multiple agencies to assist in providing their care. The care co-ordination team is in place to guide the patient through all their appointments and are on hand to intervene at an early stage to help patients access the most appropriate care.
- Referral management – where the team review patient referrals from GPs and identify where patients could be treated in the community (e.g. community musculoskeletal/physiotherapy service) without the need for a hospital appointment – or where a hospital appointment is needed, ensuring the patient has all the necessary tests in advance of the consultation to ensure the best clinical outcome for the patient.

2. Current Position

Trafford CCG carried out a period of engagement and analysis during 2019 with a number of stakeholders, the outcome of the review period resulted in the following recommendation: To allow the TCC contract lapse on its planned date of 30th June 2020 was agreed.

Any risk associated with this decision is minimised by the emerging primary care strategy which will allow plans to be put in place to reduce the impact to the service, patients and GP's.

3. Primary Care Strategy

The primary care strategy allow plans to be put in place to reduce the impact of this decision to the service, patients and GP's. This will be done through the ambition to transform and sustain the primary care system. By delivering place based care closer to home through integrated neighbourhood systems with wider partners. This will improve population health through improved management of long term conditions, with prevention at the centre of everything we do and will reduce unnecessary demand and activity within secondary care.

Five Primary Care Networks have been established across Trafford the purpose of the networks is to:

- Dissolve the historical divide between primary, community and social services
- Join up delivery of urgent care in the community
- Drive the pace of digital uptake – Digital First programme
- Reduce variation of outcomes and services: nationally visible network dashboards
- Deliver NHS Long Term Plan goals within the locality plan context
- take a leading role within the Local Care Organisation

3.1. Primary Care Access:

Public satisfaction within general practice remains high, but in recent years patients have increasingly reported, through the GP Patient Survey, more difficulty in accessing services including a decline in good overall experience of making an appointment in general practice. Good access is not just about getting an appointment when patients need it. It is also about access to the right person, providing the right care, in the right place at the right time. This includes additional capacity to ensure that, by 2020 everyone has improved access to GP services including sufficient routine appointments at evenings and weekends to meet locally determined demand, alongside effective access to out of hours and urgent care services. In order to improve access Trafford CCG has a developed programme of work that will result in increased access through digital channels- 'Digital First'.

3.2. Primary Care Digital Solution:

Increasingly some patients want to transact and engage with Primary Care via digital channels. Done well, it improves the patient experience and provides a flexible and responsive service that can adapt to future challenges, digital access can protect resources for more complex care and deliver improved processes within practices. NHS England provided funding to all CCGs to assist practices in increasing the take

up of online services through the implementation of online and video consultations. The transformation of primary care to a digitally led service is probably the biggest change that has happened to General Practice since the inception of the NHS in 1948

4. Key Issues for Health Scrutiny to Consider

Queries have been raised on how the care coordination and referral management will be managed both during the exit period and beyond and this is summarised below:

4.1. Referral Management

The CCG has initiated a programme of work to review referral management support for GP practices that incorporates the following objectives and principles:

Programme Objectives:

- The use of the most appropriate referral management solution and any supporting change management required for adoption of that solution
- Support and guidance for primary care clinicians that would provide easy access to guidance at point of referral
- Focus on Trafford's clinical priorities, collaborative pathway redesign
- Referral innovation scheme that looks at reducing variation in referrals and referral management

4.2. Referral Management Programme Principles that will be adopted:

- This programme of work will be co- produced with appropriate stakeholders engaging at the appropriate time
- One standard and efficient way of requesting referrals
- Ability to triage referrals for certain clinical priorities in line with CCG commissioner requirements
- Efficient use of digital technologies removing unnecessary administrative tasks for all stakeholders
- Information and data should only be entered once where possible

It is intended that a new referral management solution will be in place prior to the contract end of the TCC on the 30th June and will reflect the key priorities of GP practices, the CCG and ensure appropriate referrals for patients of Trafford.

In addition to the above Health Scrutiny should note that currently only 48% of referrals are sent to the TCC which equates to approximately 50,000 referrals per annum, over 50% do not have any interaction with the TCC.

5. Care Coordination

A full review of all patients that are actively being supported by Care Co-ordination is being undertaken by the clinical team. Currently there are 2,180 patients listed. A coordinated approach has been developed to inform the patients about the closure of the service and ensuring patients are referred into appropriate support services available to enable a seamless transition of care and support which includes all services tasked with delivering social prescribing in Trafford: Care Navigators, Primary Care Mental Health & Wellbeing Services, the new Primary Care Link Workers and Adult Social Care Community Link Officers.

There are currently 631 patients listed as being actively supported by Care Coordination and have received a referral to an external health organisation or an A&E attendance in the last six months.

These patients will be contacted by telephone to identify:

- Any outstanding community and voluntary referrals which need chasing up
- Any new referrals/interventions which require completing.
- Additionally appropriate referrals will be made into the Primary Care Mental Health & Well-being service; referral into Urgent Care Therapies Team/Community Enhanced Care, Social Care referrals
- For each patient a summary will be produced and e-mailed to each practice comprising:
 - Interventions completed in last 6 months
 - Recent referrals made
 - Any other relevant information
- GP practices will receive a patient summary:
 - The CCG medicines management team already embedded in each practice will support any know prescribing issues
 - Any further social prescribing will be identified and if required GP's will be able to utilise the new Primary Care Link Workers - or refer into the Primary Care Mental health and Wellbeing service, if appropriate

There are currently 1,549 patients being monitored by Care Coordination who may have had contact with the TCC but have had no referrals to an external organisation in the last six months. .

All patients will receive a written communication indicating the cessation of the service, the reason for this and the action being taken, followed by a phone call from the service.

These patients will be advised that they are being discharged from the service and advised that they should refer in future to their GP or NHS 111 as appropriate.

A list of patient NHS numbers will be provided to the GP to inform the patients GP practice that they have been discharged from the service and no interventions have been undertaken for the previous 6 months.

One of the successes of the TCC has been the management of a falls pathway which refers patients identified to be at risk of a fall for a number of interventions e.g. medication review, safe and well visit, strength and balance training and eyesight test. All patients referred will have final interventions carried out and the TCC will hand over all key contacts and referral pathways and provide training as required to the Primary Care Link Workers in advance of contract end.

NWAS currently refers patients who have fallen at home but are not suitable for transfer to hospital to the TCC to have the interventions carried out. We are working with NWAS to redirect these referrals to the Urgent Care Therapies team which will deliver the required interventions.

6. General points for Health Scrutiny to Consider

- Trafford CCG has developed a Primary Care Strategy that has been adopted by the Primary Care Networks which overtakes the vision of the TCC and supersedes some of the planned outcomes.
- Health Scrutiny should note that since the inception of CCG, there have been a number of initiatives/changes such as Medicines Management support, the drive to reduce 'Did Not Attend' rates these all support patients to coordinate their care for both primary and secondary care services
- The Technology offering across health & social care has developed in such a way that it now enables coordinated care in a holistic manner. This is a model that being adopted by GM and the LHCRE
- A detailed exit and communication plan is in place that covers all aspects of the TCC service including staff

- The health landscape has developed in a number of ways in the last 5 years and the NHSE long term plan requirements also support the patient level outcomes that were intended with the initial vision of the TCC
- Trafford CCG has a number of financial challenges and has to ensure that all commissioned services are delivering financial, patient and system benefits

7. Links to Corporate Priorities

The TCC decision is aligned to the 'Health and Wellbeing' corporate priority, whilst recognising that all priorities are interconnected.

CCG programme plans are aligned to delivering improved services for all Trafford residents and reducing health inequalities for all. TCC in its current form does not align to this priority.

8. Consultation

As mentioned above stakeholder consultation has been and will continue to be ongoing, some of the stakeholders are listed below:

- Public Reference Advisory Board (PRAB) 1/ 8/ 19
- Governing Body Members 3/9/19
- Clinical Advisors 3/9/19
- Council of Members 11/9/19
- Local Medical Council (LMC) 20/11/19
- VCSE Collective 19/9/19
- Health & Social Care Advisory Board 15/10/19
- NHS Digital 2/10/19
- Public Health 25/9/19
- Community Services Provider (TLCO) 30/8/19
- Primary Care Network Leads & GP's - Ongoing
- Legal Services - Ongoing
- Manchester Gateway 6/11/19

The exit plan covers all stakeholder groups including impacted patients, all GP practice, providers, and staff.