

Improving out-of-hospital care in Hammersmith and Fulham

North West London

Between 2 July and 8 October 2012, NHS North West London is consulting on plans to improve hospital and community services as part of the ‘Shaping a healthier future’ programme.

We want to hear your views on the proposed changes.


This document summarises the proposals for Hammersmith and Fulham residents needing care in their own home, in GP surgeries and in other locations in the community.


People are living longer with more long-term conditions and the population is increasing so we need to make changes to meet the health needs of local people. We want to provide more care closer to home so people can get easier and earlier access to care. This will mean we can help people stay healthy and potentially life threatening diseases can be picked up at an earlier stage – when treatment is much more likely to be successful and can avoid patients ending up in hospital. Treatment and support in people’s homes and in the community allows people to maintain their independence, to recover more quickly and reduces the risk of acquiring healthcare infections.

Our Vision

1.  **Easy access to high-quality care**

2.  **Simpler planned care pathways**

3.  **Quick responses to urgent health problems**

4.  **Co-ordinated care for people with a long-term condition**

5.  **Less time spent in hospital**

How we will achieve our vision

- Within three years we will be spending between £6million and £8million more per year on health services in the community in Hammersmith and Fulham
- This will provide around 65 additional health workers including GPs and nurses
- We have established quality standards for all services in the community to achieve
- We will ensure care is provided in the most appropriate care setting – we have already developed high-quality facilities such as Bridge Health Centre on Wandsworth Bridge Road and Charing Cross Community Health Centre in Hammersmith. In the next few years we want to develop our primary care centres such as White City Collaborative Care Centre in the north of the borough.

This factsheet includes examples of how we are improving services in Hammersmith and Fulham. A key part of this work is making sure that services work together in a more co-ordinated way. To ensure this happens we are developing:

- **Five new health networks** across Hammersmith and Fulham consisting of health and social care services, including GPs and mental health staff. The networks allow our GP practices and other care providers to work more closely together to improve the care provided in the community
- **Improved local health centres** which will form a key part of each network by providing local sites to perform tests and treat more complex conditions in the community so that patients don't need to go to hospital.

Artists impression of White City





Easy access to high-quality care

- Our aim is that urgent cases will be dealt with within four hours and non-urgent cases within 24 hours, or patients can have an appointment with their own GP within 48 hours
- Hammersmith & Fulham residents are already able to dial 111 to be directed to the most appropriate care, 24 hours a day, seven days a week. 111 is free and supported by experienced nurses who can provide advice and direct you to the right local service. Staff can, in some cases, book appointments at some GP practices. We want to expand this offer to all GP practices and other health settings.
- The urgent care centres (UCC) at Charing Cross Hospital and Hammersmith Hospital are led by experienced local doctors and nurses. These will continue to provide better care for the majority of people who currently go to, but don't need, the specialist services of an A&E. This will allow A&Es to concentrate on patients who do need their expertise (see text box to the right for more on UCCs).
- We will create 'virtual wards' which are groups of health staff including GPs, occupational therapists and nurses who will coordinate care of patients in their own home and ensure they have easy access to the range of healthcare that they need.
- We will increase the use of email, text and video between GPs and consultants to help speed up the delivery of specialist advice to patients. This will mean fewer outpatient appointments and better quality care closer to home from the local GP for patients
- We will be piloting improvements to our mental health services to ensure we are providing the best care to help people return to their normal lives.

Urgent care centres

Under the 'Shaping a healthier future' proposals, all nine hospitals in North West London will have an urgent care centre (UCC) that is open 24 hours a day, seven days a week. For Hammersmith and Fulham, these will be at Charing Cross and Hammersmith Hospitals. These centres will be able to treat most illnesses and injuries such as:

- ✓ chest infections
- ✓ minor scalds and burns
- ✓ simple fractures
- ✓ stomach pain
- ✓ infections of the ear, nose and throat.

UCCs will be staffed by experienced GPs, supported by nurse practitioners. They will have emergency department experience and training in a broad range of specialities, including children, elderly care and psychiatry.

UCCs will not provide treatment for medical and surgical emergencies that are likely to need admission to hospital. If patients at a UCC suddenly need more urgent or complex care, they will be transferred to a hospital with an Accident and Emergency (A&E) department. Currently, far too many people go to A&E departments for minor issues and with underlying health problems. UCCs will be better placed to address these problems.



Simpler planned care pathways

- We are using a new IT tool to help us identify the estimated 30,000 patients most at risk of admission to hospital. We will then ensure that those patients have a personalised care plan drawn up between doctors, nurses and social workers. This will improve care for patients and help them achieve their personal goals, such as being able to return to work or play with their grandchildren.
- We will work with organisations such as Macmillan Cancer Relief and Dementia UK to provide patients with more help and support outside of hospital. To provide more specialist care to patients without them having to attend hospital, we will enhance three of our community services – musculoskeletal, dermatology and gynaecology. These will be run by GPs and Consultant specialists.



Quick responses to urgent health problems

- We are recruiting new staff who will be able to provide both health and social care. This will mean more co-ordinated care and will result in one point of contact for patients so they don't get passed from pillar to post.



Co-ordinated care for people with a long-term condition

- GPs will develop care plans for patients with long-term conditions so the patient can have an active involvement in their treatment.
- We are developing shared IT systems so that patients' test results can be seen by all of the different clinicians involved in their care. This means that patients won't need to repeat hospital tests unnecessarily.
- We will develop end of life care plans for patients who are approaching the end of their lives. This will ensure better, more co-ordinated care for patients in line with their final wishes.
- The Integrated Care Pilot (ICP) in Hammersmith and Fulham helps people aged over 75, or with diabetes. The ICP makes sure hospitals, community-care services, social care and local authorities all work together to identify the patients most at risk of needing a hospital admission. They will proactively work to enable people to live at home with a co-ordinated care plan, developed with the patient.



Less time spent in hospital

- We will introduce health and social care co-ordinators who will be a point of contact for patients when they leave hospital. The coordinators will arrange any additional care that is needed and work to reduce the number of new health professionals having to come into the patient's home.
- A&E doctors and GPs will work more closely together with regular telephone contact to ensure the best diagnosis and prescribed medication. This will also help to avoid admission to hospital - where possible by setting up home visits instead.
- We are increasing the skills of 17 of our 'hospital at home' team so that staff can carry out non-invasive procedures and social care assessments. They provide care in a patient's home to help avoid unnecessary admission into hospital. They will also help people to leave hospital sooner where appropriate and then the team will work with the health and social care co-ordinators to ensure the care continues at home.
- So that more people can be treated at home and avoid unnecessary trips to hospitals, we will establish a psychiatric liaison service which will work with staff in the UCC and A&E to assess a patient's mental health needs and promptly refer them onto specialist services when appropriate. For those patients who do need to be admitted, mental health specialists will work with hospital staff, mental health teams, social care and voluntary services to support the patient when the time comes for them to leave hospital.



The 'Shaping a healthier future' proposals include delivering more services outside of hospitals, closer to people's homes and changes to some services at the following hospitals – West Middlesex, Central Middlesex, Charing Cross, Chelsea and Westminster, Ealing, Hammersmith, Northwick Park, and St Mary's.

Further details of the changes proposed can be found at www.healthiernorthwestlondon.nhs.uk

You can also request a copy of the consultation document by:

Email: consultation@nw.london.nhs.uk

Phone: **0800 881 5209** (Freephone)

Post: **FREEPOST SHAPING A HEALTHIER FUTURE CONSULTATION**

(This must be written in capital letters and on one line. No stamp required).

Hammersmith & Fulham

