



Phase 2: Integrated care

North-west Surrey

Aim

To provide an integrated care model for older people with frailty in north-west Surrey by designing and implementing a bespoke, single-site healthcare facility: the Bedser Hub.

Outline

The Bedser Hub concept was developed in response to an ageing population and the challenges that arise from more people living longer and with more chronic conditions. Detailed analysis suggested there was a significant opportunity to reduce avoidable hospital admissions and length of stay and relieve stress on health services, which so often result in failure of quality standards and poorer patient care. The north-west Surrey team aimed to:

- 1 keep people independent for longer
- 2 improve patient experience and patient and carer satisfaction
- 3 reduce avoidable inpatient admissions and shorten acute length of stays
- 4 increase the throughput and optimal utilisation of acute inpatient capacity
- 5 increase the proportion of older people with frailty receiving planned and coordinated care with fewer unpredictable exacerbations of need
- 6 eliminate duplication, with more efficient use of resources across the health and social care system to meet the demographic challenges for frail older people.

Key messages

- Primary care engagement upfront is key – secure engagement of local practices in order to **deliver primary care leadership** with GP cover at all times.
- **Wellbeing coordinators** are invaluable for integrating health and social care – they provide named key workers for all patients, ensuring access to all relevant support within and beyond the Bedser Hub.
- The team initially **underestimated the culture change** required to work in this way.
- **Information sharing** across the health and social care network can be enabled by information governance (IG) support – embed this as early as possible in the project.
- EMIS was used to provide a **single care record** for each patient, which is available to all professionals in the Bedser Hub.
- Patient assessments took longer than originally anticipated, resulting in **increased impact** on Bedser Hub activity.

Methods

In order to support the frail and older population in north-west Surrey, the Future Hospital project team set up a locality hub: a **physical building that sits alongside a community hospital**.

1. Wellbeing coordinator

As part of the multidisciplinary team, the Bedser Hub is supported by a group of wellbeing coordinators (WBCs) who:

- are provided by Age UK Surrey to support patients in a holistic way
- offer patients hour-long appointments, allowing the Bedser Hub team to understand the whole person, their support network and their aims and preferences
- signpost patients to services, both within the hub and externally.

2. Primary care leadership for frailty

All locality general practices and their services operate in a network supported by diagnostics, pharmacy and transport. By connecting services across the region, the team hopes to expand their project by opening additional hubs across north-west Surrey. Patients from other practices have been drawn into a central location (not fragmented in each practice).

3. Improved efficiencies

Improving links between Ashford St Peter's Hospital and the Bedser Hub has enabled:

- patients to be followed up within 3 days at the hub for any urgent medical issues that previously relied on GPs
- hub patients are alerted on our AE patient centre when they arrive in hospital
- the hub is enabling the local 'discharge to assess' project, to provide a more efficient and effective delivery.

Milestones

- Jan 2016: Appointed FHP development site.
- Mar 2016: Bedser Hub open. Sessions: GP 4 days/week, consultant 2 days/week.
- Jul 2016: New GP lead appointed.
- Jul 2016: Host of first phase 2 learning event.
- Aug 2016: Delegation from Singapore visits Bedser Hub.
- Oct 2016: 1,500 patients. 15 GP sessions running per week.
- Jan 2017: Six GPs deliver 20 sessions per week.
- Mar 2017: 1,700 patients.
- May 2017: 1-day a week service delivered at other sites: Ashford and Weybridge.
- July 2017: After a fire at Weybridge Hospital, building of second hub at Ashford Hospital 'fast tracked'.

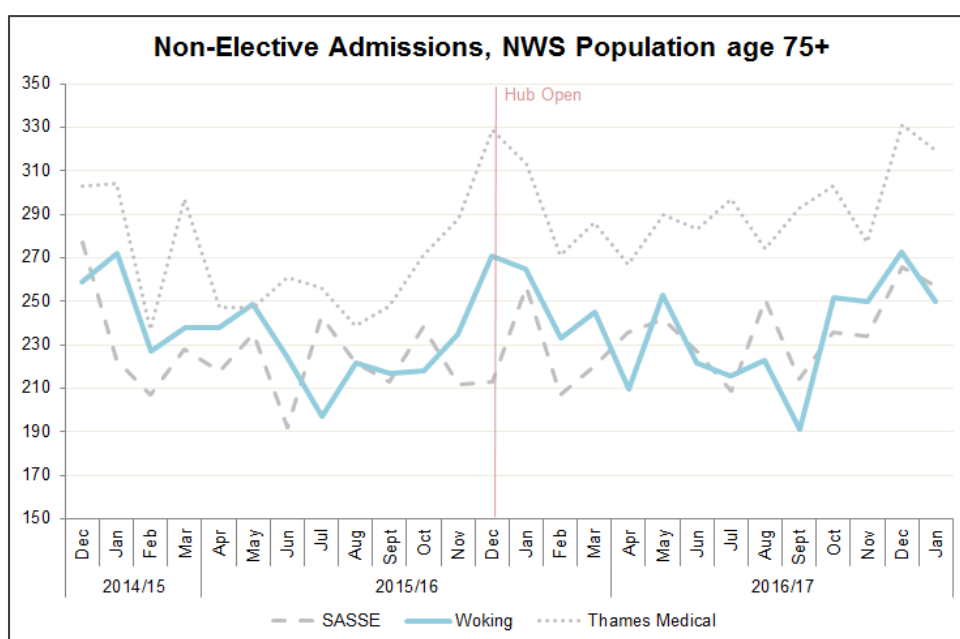
Outcomes

1. Hospital activity

The hub service is beginning to affect unplanned hospital activity. Inpatient admissions and A&E attendances appear to be reducing and planned outpatient attendances have slightly increased.

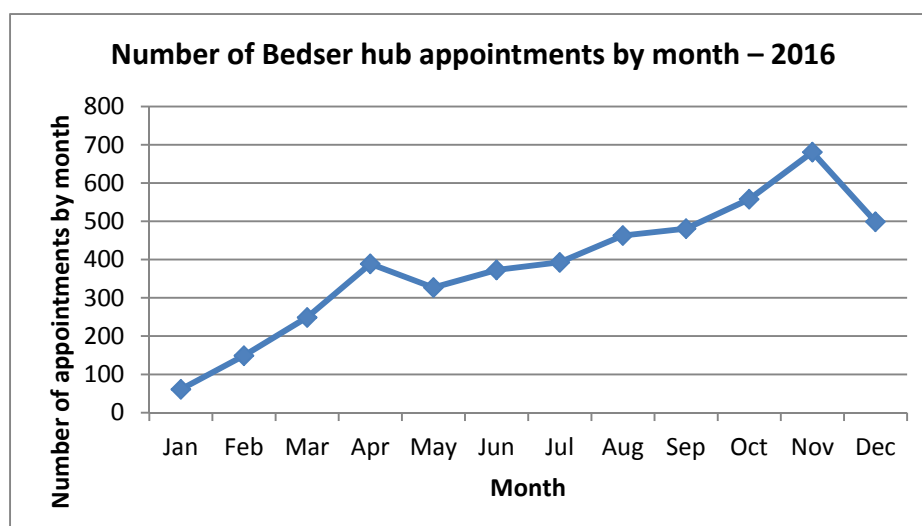
2. Non-elective admissions

From January to December 2016 there was an overall 1.1% reduction in non-elective admissions for the over 75 population in Woking, compared with the previous calendar year. This relates to a saving of approximately £90k. There was an increase in admissions for the same age group in Stanwell, Ashford, Staines, Shepperton, Egham (SASSE) and Thames Medical localities (+1.4% and +8.5%).



3. Bedser Hub activity

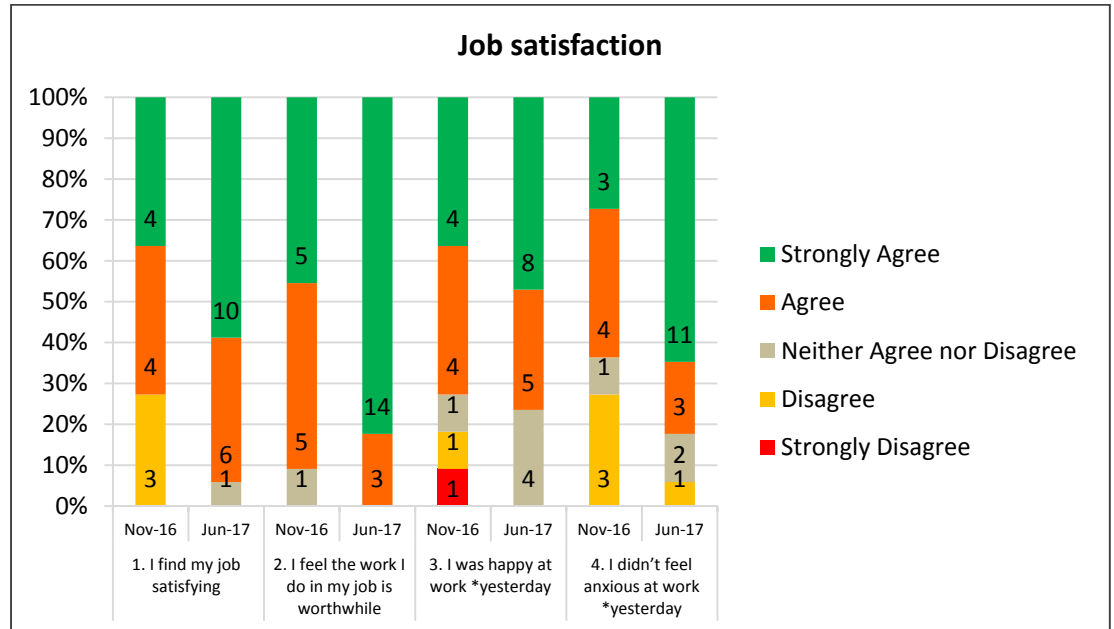
The Bedser Hub is well established (with the cohort increasing daily). The chart below details the number of appointments by month in 2016, with a peak of 700 patients in November.



4. Workforce satisfaction

Data from two recent staff surveys support the strong positive perceptions in the eight domains measured, including: customer service and job satisfaction. Perceptions have improved in spite of a recent transition to a new provider for many of the community staff (from April 2017).

Comparative job satisfaction of hub staff between Nov 16 and June 17



Successes and challenges

Successes

- ✓ Reduction in A&E attendances.
- ✓ Excellent patient feedback.
- ✓ Shared IT system established.
- ✓ Projected financial efficiencies are promising.
- ✓ National and international interest from improvement community and colleagues.

Challenges

- More time was needed to train all staff in the new IT system than estimated.
- Staff found it difficult to adjust to new roles.
- Point of care testing not yet in place.
- The hub is not yet able to provide patients with all services on one single visit.
- Patient assessments were slow initially, resulting in increased impact on Hub activity.
- There was a change in provider (From Virgin Health in April 2017).
- It was difficult to establish a process for collecting robust information for analysis.

Read the full report from North-west Surrey’s development site team at www.rcplondon.ac.uk/delivering-the-future-hospital

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