

Heart of Birmingham Teaching Primary Care Trust  
South Birmingham Primary Care Trust  
Birmingham East & North Primary Care Trust

## **WALK-IN CENTRE, Q3 PERFORMANCE**

24<sup>th</sup> March 2009

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**Recommendations:** For information

### **1. Introduction**

This paper sets out the progress of the Birmingham Walk-in Centre in Quarter 3 of 2008-09 and the first quarter under its new management and operating hours.

### **2. Background**

The Walk-in Centre has been in situ within Boots the Chemist Ltd in Birmingham City Centre since April 2000.

In July 2008, Chilvers McCrea Healthcare Ltd (CML) successfully bid for the tender of the service, commencing the 7-year contract on 1st October 2008.

The service was commissioned by the three Birmingham PCTs, with Heart of Birmingham Teaching Primary Care Trust acting as the lead commissioner.

### **3. Operational Issues**

The new operating hours are as follows: Mon-Fri, 8am-7pm; Sat, 9am-6pm; Sun, 11am-4pm.

For the most part these have been adhered to.

There have been some issues with flooding which have forced the closure of the WiC, however, there has not been the interruption of service and propensity for closure that frequently affected the WiC prior to the new contract.

CML have been requested to provide a contingency plan in the event of such events occurring. Estates issues are being taken up with Boots the Chemist Ltd directly by HoBtPCT.

### **4. Activity Issues**

The WiC is now operating 69-hours per week and as a result activity is higher than over the same quarter last year. The WiC has seen 5,630 patients in this quarter, compared to 3,438 in the same period last year. This is an increase of 2,192 patients [63.76%].

To date, the WiC has seen an average of 64 patients per day. This is some way off the 100 patients per day noted in the service specification. Parts of four days were lost due to flooding. The WiC was also closed on Christmas Day.

Of the patients seen, there is early success in the number of patients being seen that do not require further treatment or follow up is 82%. A further 14% are referred to GP and under 4% A&E. This is a very similar pattern to activity at the Urgent Care Centre at City Hospital.

**Referrals to other services**

|                           | Oct-08 | Nov-08 | Dec-08 | Actual | %     |
|---------------------------|--------|--------|--------|--------|-------|
| Refer to A&E              | 79     | 56     | 78     | 213    | 3.78  |
| Refer to GP               | 294    | 231    | 268    | 793    | 14.09 |
| Refer to Ambulance        | 5      | 5      | 1      | 11     | 0.2   |
| No follow up / Discharges | 1667   | 1630   | 1316   | 4613   | 81.94 |

There have been some IT issues, mainly with regard to coding of conditions, which has meant that detailed analysis of presenting symptoms has not been as accurate as required. This is currently being addressed by CML.

**5. Staffing Issues**

Staff are now working to the new rotas, and these appear now to be bedding in, to support the new operating hours.

CML have appointed new staff to further bolster the extended opening hours.

The transfer of staff under TUPE was not completed in time for 1<sup>st</sup> October 2008, however, it was agreed by all parties that this could be revised to 1<sup>st</sup> November 2008.

South Birmingham PCT [SBPCT], who employed the staff, completed the TUPE transfer to the revised date.

CML have refused to accept two members of staff, citing TUPE discrepancies. HoBtPCT and SBPCT are working collaboratively with the Trust Solicitors to resolve these issues.

**6. Ongoing Actions**

Ongoing monitoring

CML and WiC are being closely monitored through a series of monthly meetings through to April 2009. Meetings will be quarterly thereafter.

Key Performance Indicators

The agreed dataset is being assimilated into the CML IT system. The first full report with the KPIs will be available at the beginning of April 2009.

IT

The Vision system that has been deployed requires additional work to identify the full range of patient conditions. This is being taken forward by CML and a resolution is expected during this quarter.

Marketing

It has been identified that more work is required to promote the WiC in both the services it offers and its operating hours. CML have produced a range of leaflets and

cards for distribution to the public. Thus far, activity does not appear to reflect the input into marketing.

The WiC was heavily promoted throughout HoBtPCT over the winter period to GPs to use as an alternative to hospital referral, where appropriate.

The NHS Choices website has been updated to reflect the new operating hours:  
<http://www.nhs.uk/ServiceDirectories/Pages/WalkInCentre.aspx?id=YDC02>

#### Activity

This remains lower than ideal. It has been identified that WiC staff are referring patients to the Sexual Health Service [SHS] on the lower ground floor of Boots, rather than seeing the patients in the WiC, even though it would be appropriate for the WiC to do so. If this is corrected, it is anticipated that a rise in activity will follow, possibly by as much as 120+ patients per week.

Further analysis of activity at the SHS is required to understand its possible impact on the WiC, as patients now have a choice of venue for the same condition on the health floor in Boots.

#### Governance

Business continuity is a significant issue, given the past history of closures at the WiC. It has been made clear to CML that closures will only be acceptable in exceptional circumstances, and at that point a contingency is required, such as the use of alternative premises e.g. SHS or the GP Premises next door.

There remain issues with regard to clinically safe staffing levels i.e. a senior nurse to be on the premises at all times. A lower grade nurse should not be left without support due to clinical risk.

#### Finance

CML & WiC are currently underperforming on activity. As a result, there is a possibility that financial penalties will be imposed following the second quarter of tenure [January to March 2009]. CML have been made aware of the implications.

#### Estates

Given the history of flooding at the WiC, the PCT has approached Boots the Chemist Ltd with regard to resolving these occurrences and to give consideration to loss of business. Boots have confirmed that they will be undertaking work on the sewage system to negate future flooding issues. Additionally, as compensation, they have agreed to re-decorate the WiC once such work has been completed.

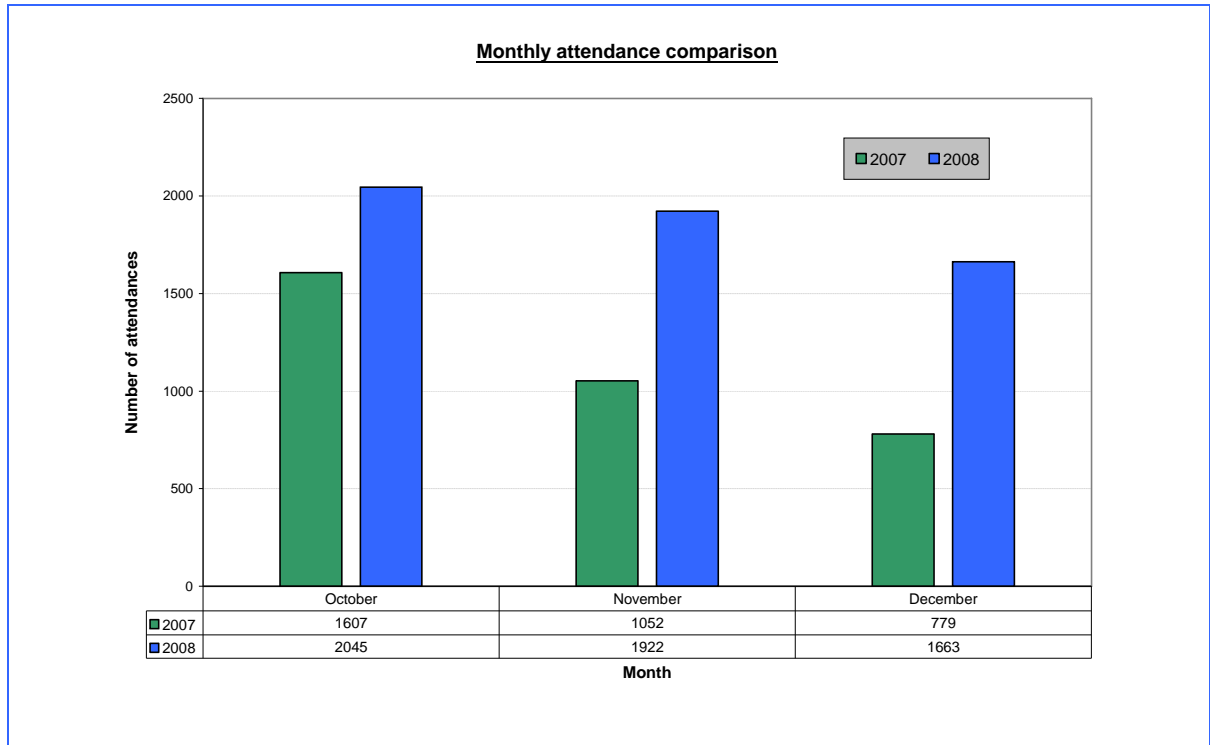
Mark Curran  
Commissioning Manager – Out of Hours & Urgent Care

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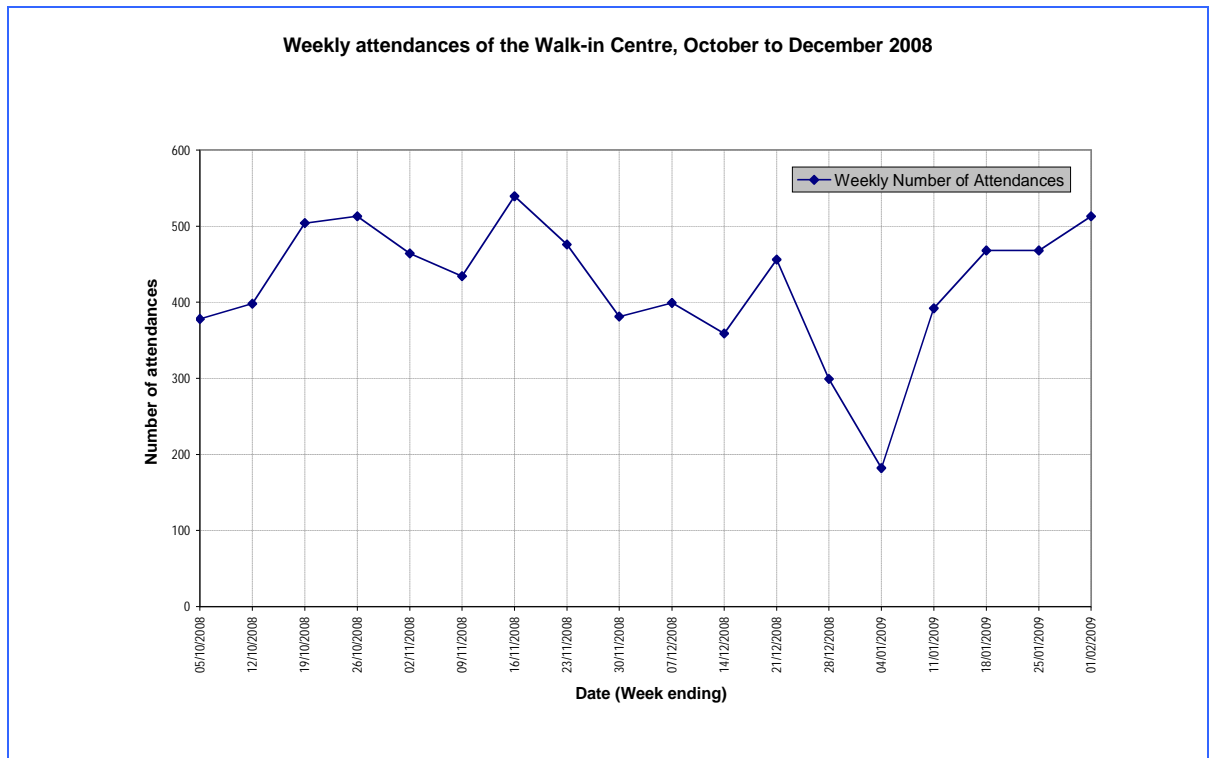
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**Chart 1: Monthly WiC Attendances**



**Chart 2: Weekly WiC Attendances**



**Table 1: Daily Attendances at Birmingham Walk-in Centre**

| BIRMINGHAM BOOTS WALK-IN CENTRE |       |     |       |  |            |
|---------------------------------|-------|-----|-------|--|------------|
| Date (Daily)                    | Nurse | HCA | Total | Comments   | Hours Open |
| Wed 01/10/2008                  | 11    | 10  | 21    | Did not open until 2pm on this date              | 5          |
| Thu 02/10/2008                  | 44    | 22  | 66    |  | 11         |
| Fri 03/10/2008                  | 48    | 21  | 69    |  | 11         |
| Sat 04/10/2008                  | 51    | 12  | 63    |  | 9          |
| Sun 05/10/2008                  | 32    | 7   | 39    |  | 5          |
| Mon 06/10/2008                  | 51    | 27  | 78    |  | 11         |
| Tue 07/10/2008                  | 40    | 20  | 60    |  | 11         |
| Wed 08/10/2008                  | 39    | 0   | 39    |  | 11         |
| Thu 09/10/2008                  | 52    | 11  | 63    |  | 11         |
| Fri 10/10/2008                  | 33    | 22  | 55    |  | 11         |
| Sat 11/10/2008                  | 53    | 6   | 59    |  | 9          |
| Sun 12/10/2008                  | 41    | 3   | 44    |  | 5          |
| Mon 13/10/2008                  | 73    | 29  | 102   |  | 11         |
| Tue 14/10/2008                  | 52    | 22  | 74    |  | 11         |
| Wed 15/10/2008                  | 75    | 13  | 88    |  | 11         |
| Thu 16/10/2008                  | 53    | 14  | 67    |  | 11         |
| Fri 17/10/2008                  | 52    | 15  | 67    |  | 11         |
| Sat 18/10/2008                  | 60    | 13  | 73    |  | 9          |
| Sun 19/10/2008                  | 27    | 6   | 33    |  | 5          |
| Mon 20/10/2008                  | 62    | 22  | 84    |  | 11         |
| Tue 21/10/2008                  | 59    | 17  | 76    |  | 11         |
| Wed 22/10/2008                  | 51    | 21  | 72    |  | 11         |
| Thu 23/10/2008                  | 58    | 24  | 82    |  | 11         |
| Fri 24/10/2008                  | 56    | 21  | 77    |  | 11         |
| Sat 25/10/2008                  | 70    | 13  | 83    |  | 9          |
| Sun 26/10/2008                  | 32    | 7   | 39    |  | 5          |
| Mon 27/10/2008                  | 79    | 21  | 100   |  | 11         |
| Tue 28/10/2008                  | 56    | 21  | 77    |  | 11         |
| Wed 29/10/2008                  | 66    | 7   | 73    |  | 11         |
| Thu 30/10/2008                  | 61    | 12  | 73    |  | 11         |
| Fri 31/10/2008                  | 49    | 0   | 49    |  | 11         |
| Sat 01/11/2008                  | 51    | 11  | 62    |  | 9          |
| Sun 02/11/2008                  | 23    | 7   | 30    |  | 5          |
| Mon 03/11/2008                  | 63    | 8   | 71    |  | 11         |
| Tue 04/11/2008                  | 56    | 12  | 68    |  | 11         |
| Wed 05/11/2008                  | 46    | 0   | 46    | No HCA on duty on this date                      | 11         |
| Thu 06/11/2008                  | 50    | 14  | 64    |  | 11         |
| Fri 07/11/2008                  | 50    | 21  | 71    |  | 11         |
| Sat 08/11/2008                  | 68    | 8   | 76    |  | 9          |
| Sun 09/11/2008                  | 35    | 3   | 38    |  | 5          |
| Mon 10/11/2008                  | 65    | 24  | 89    |  | 11         |
| Tue 11/11/2008                  | 65    | 17  | 82    |  | 11         |
| Wed 12/11/2008                  | 58    | 16  | 74    |  | 11         |
| Thu 13/11/2008                  | 62    | 13  | 75    |  | 11         |
| Fri 14/11/2008                  | 54    | 24  | 78    |  | 11         |
| Sat 15/11/2008                  | 74    | 12  | 86    |  | 9          |
| Sun 16/11/2008                  | 48    | 7   | 55    |  | 5          |
| Mon 17/11/2008                  | 72    | 17  | 89    |  | 11         |
| Tue 18/11/2008                  | 57    | 17  | 74    |  | 11         |
| Wed 19/11/2008                  | 46    | 14  | 60    |  | 11         |
| Thu 20/11/2008                  | 57    | 12  | 69    |  | 11         |
| Fri 21/11/2008                  | 62    | 16  | 78    |  | 11         |
| Sat 22/11/2008                  | 73    | 0   | 73    | No HCA on duty on this date                      | 9          |
| Sun 23/11/2008                  | 27    | 6   | 33    |  | 5          |
| Mon 24/11/2008                  | 61    | 13  | 74    |  | 11         |
| Tue 25/11/2008                  | 46    | 17  | 63    |  | 11         |
| Wed 26/11/2008                  | 49    | 0   | 49    | No HCA on duty on this date                      | 11         |
| Thu 27/11/2008                  | 54    | 0   | 54    | No HCA on duty on this date                      | 11         |
| Fri 28/11/2008                  | 35    | 0   | 35    | No HCA on duty on this date                      | 11         |
| Sat 29/11/2008                  | 57    | 10  | 67    |  | 9          |
| Sun 30/11/2008                  | 34    | 5   | 39    |  | 5          |
| Mon 01/12/2008                  | 47    | 13  | 60    |  | 11         |
| Tue 02/12/2008                  | 63    | 0   | 63    |  | 11         |
| Wed 03/12/2008                  | 58    | 14  | 72    |  | 11         |
| Thu 04/12/2008                  | 63    | 13  | 76    |  | 11         |
| Fri 05/12/2008                  | 49    | 0   | 49    |  | 11         |
| Sat 06/12/2008                  | 57    | 0   | 57    |  | 9          |
| Sun 07/12/2008                  | 22    | 0   | 22    |  | 5          |
| Mon 08/12/2008                  | 45    | 0   | 45    |  | 11         |
| Tue 09/12/2008                  | 66    | 6   | 72    |  | 11         |
| Wed 10/12/2008                  | 48    | 0   | 48    |  | 11         |
| Thu 11/12/2008                  | 55    | 19  | 74    |  | 11         |
| Fri 12/12/2008                  | 63    | 0   | 63    | Sewerage Flooding on this date                   | 11         |
| Sat 13/12/2008                  | 17    | 0   | 17    | Sewerage Flooding on this date                   | 9          |
| Sun 14/12/2008                  | 34    | 6   | 40    |  | 5          |
| Mon 15/12/2008                  | 73    | 14  | 87    |  | 11         |
| Tue 16/12/2008                  | 74    | 0   | 74    |  | 11         |
| Wed 17/12/2008                  | 75    | 10  | 85    |  | 11         |
| Thu 18/12/2008                  | 52    | 6   | 58    |  | 11         |
| Fri 19/12/2008                  | 54    | 9   | 63    |  | 11         |
| Sat 20/12/2008                  | 44    | 12  | 56    |  | 9          |
| Sun 21/12/2008                  | 27    | 6   | 33    | Sewerage flooding on this date, closed at 2.15pm | 3.25       |
| Mon 22/12/2008                  | 4     | 1   | 5     | Flooding on this date, did not open until 4pm    | 3          |
| Tue 23/12/2008                  | 68    | 13  | 81    |  | 11         |
| Wed 24/12/2008                  | 47    | 4   | 51    |  | 11         |
| Thu 25/12/2008                  | 0     | 0   | 0     | Closed on Christmas Day                          | 0          |
| Fri 26/12/2008                  | 36    | 5   | 41    |  | 11         |
| Sat 27/12/2008                  | 71    | 8   | 79    |  | 9          |
| Sun 28/12/2008                  | 34    | 8   | 42    |  | 5          |
| Mon 29/12/2008                  | 64    | 16  | 80    |  | 11         |
| Tue 30/12/2008                  | 46    | 0   | 46    |  | 11         |
| Wed 31/12/2008                  | 20    | 4   | 24    |  | 11         |