



SEVEN DAY SERVICES CASE STUDY

APRIL 2016

Western Sussex Hospitals NHS Foundation Trust and
Sussex Community NHS Foundation Trust

24/7 integrated 'One Call, One Team' for older people with urgent care needs, seven days a week

AT A GLANCE:

- Since April 2014, Coastal West Sussex Clinical Commissioning Group (CCG) has commissioned Western Sussex Hospitals NHS Foundation Trust as the lead accountable provider of a 24/7 'One Call, One Team' telephone triage service for the treatment and management of patients with urgent care needs.
- The system was designed in collaboration with health and social care partners across the whole health economy.
- Sussex Community NHS Foundation Trust is responsible for the operational delivery of the 'One Call, One Team' telephone triage service.
- The service provides a single point of integrated access for any clinician across the health and social care system. It helps to avoid unnecessary admissions to hospital and has reduced the number of short stay admissions.
- The trust has observed a 3.7% reduction in the number of attendances to accident & emergency (A&E) between April and September 2015, compared to the same period 2014/15.
- There has been a 2% increase in hospital stays for patients aged 65 and over, and a reduction of 2.5% in the average length of stay for these patients.

The 'One Call, One Team' service, operationally delivered by Sussex Community NHS Foundation Trust with leadership from Western Sussex Hospitals NHS Foundation Trust, provides clinicians with support, advice and care to ensure elderly people have their urgent care needs managed in the right time and the right place via one single telephone line. The comprehensive range of available services aims to ensure that patients avoid unnecessary admission to hospital by providing services that are tailored to patients' needs and choices.

How the improvements were made

- Coastal West Sussex CCG mapped the services provided across their health and social care system to identify their nature and availability. This informed the directory of services including voluntary services.
- The service was initially funded as a pilot to test its impact. Metrics used included phone line activity and outcomes, A&E attendance and conversion to admission to hospital, admission rates of patients from care homes, referrals to rapid assessment intervention teams, and rapid access clinics, and GP attendance rates in A&E.
- Specification for the service was tendered and Western Sussex Hospitals NHS Foundation Trust was commissioned as the lead accountable provider.

- Paramedic practitioners/nurses were employed to staff the telephone service and an additional two community geriatricians were employed to provide domiciliary visits, rapid access clinics, leadership, support and training.
- Referral management was continuously analysed to gather information on demands for future services.
- An independent evaluation of the quality and provision of services interfacing with the 'One Call, One Team service' was undertaken to identify variation in service provision and improvements needed. The evaluation found that the service had made significant improvements to its call wait times, was valued by service users, and was a sustainable service with full establishment and ease of recruitment. It was reported to be integral to all parts of the system – without it there would be a significant impact. Recommendations to improve the service included the need for ongoing review of the information required to take a referral to minimise the length of calls and to respond to complaints from service users. Additionally, the significant amount of data currently collated about service need and demand should be utilised to inform service development and priorities.

“The benefit to patients is that they tell their story once. ‘One Call, One Team’ then work together to meet that patient’s individual needs.”

Dr Richard Quirk, Medical Director,
Sussex Community NHS Foundation Trust

What was achieved

- The service was established for NHS 111, GPs, community clinicians, paramedics, care and residential homes as well as hospital clinicians.
- Arrangement of GP conference calls with consultant acute physicians for advice and management of patients which avoids inappropriate admission or facilitates direct admission to hospital if required.
- Triage to support services as required, for example, paramedics, One Team GP in accident & emergency and/or domiciliary visit, community matrons, community geriatrician assessment, rapid access clinic for elderly, domiciliary consultant visit if required, rapid assessment and intervention team (providing 14 days crisis management care), dementia crisis service, community nursing services, night care service, therapy service provision, night or day sitting service, third sector support services.

“We have taken some great steps forward with different teams accepting each other’s assessments so that patients get the right care as quickly as possible in the right place.”

Rob Haigh, Chief of Service Medicine, Western Sussex Hospitals NHS Foundation Trust

What was the impact

- 'One Call, One Team' urgent referrals have increased by 4% when comparing the data from April to August 2015 with data from the same period in 2014. There were 4,379 calls per month in August 2015 and there has been a reduction of 3.7% in attendances to accident and emergency.
- Urgent referrals of patients by the Rapid Assessment Intervention team, provided by Sussex Community NHS Foundation Trust, seen the same day have increased from 90% (April to August 2014) to 93% (April to August 2015).
- The average length of stay for patients aged 65 and over admitted to hospital has reduced by 2.5% despite a 2% increase in admissions.
- Nursing home admissions to hospital have reduced by 2% to date.
- Year to date referrals to Rapid Assessment Intervention team are 32% lower than 2014/15.

Contact

Tim Chittleburgh, 'One Call One Team' Project Manager, Western Sussex Hospitals NHS Foundation Trust

Email: tim.chittleburgh@wsht.nhs.uk

Tanya Brown-Griffith, Head of Services, Sussex Community NHS Foundation Trust

Email: tanya.brown-griffith@nhs.net

For further information about 'One Call, One Team' visit:

www.sussexcommunity.nhs.uk/ocot

TOP TIPS

- A key enabler is gaining buy-in from executive managers across the local health and care economy by memorandums of understanding and joint protocols.
- Effective leadership and relationships with providers and clinicians is key to success.
- Encourage GPs and medical directors across the system to be clinical champions of the service.
- Connect with other projects related to unscheduled care and elective care and do not see it in isolation.
- The need for continuous evaluation from patients and clinicians is essential as it drives refinement of service.

Partners

Western Sussex Hospitals 
NHS Foundation Trust

Sussex Community 
NHS Foundation Trust


Coastal West Sussex
Clinical Commissioning Group