

Vaccination Transformation Programme in Remote and Rural Western Isles

Problem

NHS Western Isles (NHSWI) has 9 GP practices across 6 island groups, with 6 satellite sites. Responding to changes in the new GMS contract (nGMS) is difficult due to the geography of the island and finite staffing resources.

Vision: To maintain and provide a high quality, efficient, resilient and sustainable service with limited impact to our population. Consider overlap of services with regards VTP and CTAC.

Principles

- Maintain patient safety and quality of service at all times
- Provide a highly skilled workforce through additional training and support
- Implementing standardisation of practice and measurable outcomes, thereby creating efficiency and equality of services across all island groups
- Underpin practice with transferable skills and robust governance to ensure a truly integrated service
- Work in collaboration with staff to plan and implement services

Objectives

- Successful transfer of the 6 identified GP streams to Board remit by 2021
- Provide a robust and resilient service throughout NHS WI
- Consider delivery of services within existing teams where possible
- Advance change in a phased approach, working with the IJB and GPs within budget

Barriers to change

- Hidden Knowledge: people hold a lot of key information that is not written or until they have the 'buy in', is impossible to attain.
- Pace of change: as each area has unique ways of delivering services, removing some destabilises existing service. Even with regular communication and updates it still comes as a surprise when it is imminent. Someone needs to be available to answer and providing reassurance for the same question on multiple occasions.
- Access to current data: what is currently provided for CTAC?
- Rationalisation in chronic disease monitoring with end of QOF and work on demand optimisation means overprovision of some services in some practices.
- Removal of services seen as a threat to practice nurse identity resulting in fears for employment and the unknown.
- TUPE - This has involved difficult situations for the staff and practices whilst also causing delays in the implementation of the year 1 proposals.

Solution – Integrated Treatment Room Model

- Immunisation teams are an unrealistic model of service for VTP in NHSWI due to delivery requirements (Figure 1.) and other factors such as a finite workforce, cost and travel distances, a radical solution was required.
- Success in year 1 with Pertussis and Teen vaccinations integrated into the maternity and school nursing teams respectively.
- Integrated treatment room model combining VTP and treatment room services into a skilled and established workforce.
- The Community Nursing Team (CNT) was identified as having all the transferable skills required for establishing a flexible, robust, quality service throughout the Western Isles.
- Staff educational and training needs were identified to develop the Community Nurse skill set required within the integrated treatment room service, ensuring quality of practice and clinical governance were addressed.
- PCIP funding provided additional staffing throughout the Board on a fair share basis. TUPE allowed already skilled staff to move into the Community Nursing Team.
- Practice staff are now able to consider alternate roles.
- Change has also allowed for systemisation and standardisation of practice throughout NHSWI with recording templates developed on EMIS to be uploaded throughout each practice site.
- Call and recall remains to be established centrally.

Outcomes

VTP – Year 1 – on target for completion by 31st March 2019:

- Vaccinations for primary school aged children have been transferred from GP to School Nursing Team remit
- Pertussis vaccination transferred from GP to Midwifery Services
- Training for Year 2 changes commenced with Community Nurses
- Draft standardised templates for EMIS completed
- Policies and protocols developed in some areas

Success! Invalidated schools flu uptake shows an increase of 6.67%, up from 67% in 2017/18 to 73.67% in 2018/19

Final catchphrase....Integration is key...

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