





WALSALL WIDE SURGE PLAN 2011/12

Version 1.5 - DRAFT

Date: 30th November 2011

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SURGE PLAN 2011/12

1 Introduction

The Surge Plan for Walsall consists of a number of documents drawn together into one plan for the management of surges in activity, both planned, as in Winter planning but also for management of unexpected surges in demand, i.e. services which can be brought into operation if demand increases unexpectedly.

This plan summarises the main points within the associated documents, which are attached for completeness. Across Walsall there have been a number of planning events to develop closer working across health and Social Care and Inclusion. Contingency plans for closure of large providers of care homes were developed in the spring, and initial planning for winter started in July.

NHS Walsall has a coordinating role in ensuring that the plans and services required for winter are identified and appropriately resourced while ensuring that providers have flexibility to deliver services as required, in a safe manner to an acceptable quality.

The significant changes across both health and social care in the last year have provided opportunities for improving the cohesiveness of services and ensuring that duplication and confusion in relation to delivery of services has been removed.

The Surge plan pulls together the following documents:-

- 1 Winter Pressures, resilience, Reablement and Integration Programme November 2011 (Attachment A)
- 2 Black Country Cluster Winter Plan (Attachment B)
- 3 Walsall Key Issues and Escalation Plan (Attachment C)
- 4 Walsall Metropolitan Borough Council Reablement Plans

Together these plans outline the services and contingencies that are in place across Walsall. This plan builds on the work undertaken in previous years and the surge planning exercises which took place earlier this year.

2 Background

The former Emergency Care Network hosted a surge planning event in July 2011 to build on the plans of previous years for winter planning and Surge plans. This responsibility was passed to the Unscheduled Care Programme Board which has continued to support and test the plans in place for surges in activity.

Walsall Healthcare NHS Trust has developed a robust and comprehensive Winter Pressures, Resilience, Reablement and Integration Programme document clearly setting out the additional services which will be operational for winter 2011/12 and those aspects which will be integrated into permanent services (Attachment A).

The number of patients presenting at Walsall Manor Hospital's A&E department has been increasing for a number of years. The A&E, constructed to service an annual activity of 40,000 attenders each year is now receiving over 80,000 attenders. The opening of the Walk in Centre in the heart of Walsall has not had any discernable impact on the number of patients attending the A&E department.

The opening of the Emergency & Urgent Care Centre, to stream patients who present at A&E but who can be seen and treated by a primary care clinician, had through its pilot stage, streamed 10,000 patients during its operational times. The service became operational 24/7 in early November.

During 2011, there have been a number of developments which have become operational:-

- The Dementia Care Centre The Water Mill
- The Palliative Care Centre
- Swift Discharge Suite

These services are all running effectively and each will have a positive impact on ensuring that capacity within Walsall is used appropriately and efficiently.

Out of scope, this document does not articulate plans for the management during Industrial Action, which has been coordinated through Emergency Planning routes.

This document does not articulate the response put in place to respond to the impact of the overnight closure of Mid Staffs A&E department from 1st December for an initial period of 3 months. Plans for the management of the Mid Staffs A&E Closure have been developed separately.

3 Integrated Planning

Across the Local Health and Social Care Economy there are a number of joint committees which focus on ensuring that collaborative approaches are taken in the planning of services.

Meetings which are established throughout the year:-

- Walsall Resilience Committee
- Emergency Care Network Now the Unscheduled Care Programme Board
- Black Country Urgent Care Group

Through the winter period Walsall Healthcare NHS Trust have initiated a number of additional meetings over and above the usual capacity meetings:-

- Clinical Winter Resilience Forum
- Winter Resilience Committee
- Weekend Planning and Review Group

4 Escalation

The Regional Capacity Management Team (RCMT) developed, in partnership with commissioners and providers, the Escalation Management System (EMS). This system requires providers of services to update the system on the capacity within the services on a twice daily basis, or more frequently if escalation to a Level 3 is reported.

The EMS levels are reported against set triggers which have been developed regionally meaning that the activity across the region can be compared and identify areas of pressure within the system. Within Walsall the services reporting on EMS includes;-

- West Midlands Ambulance Service
- Walsall Manor Hospital
- Intermediate Care Beds
- Intermediate Care Team

Reporting is being implemented or developed for the following services:-

- Walk in Centre
- Emergency & Urgent Care Centre
- Out of Hours GP services
- Social Care and Inclusion

Each organisation has its own internal escalation plan, which is built upon the principles of levels of escalation within the EMS and communicated through its website:

Actions to be taken at the different escalation levels are contained in the Key Issues and Escalation document (Attachment C).

5 Conference Calls

Conference calls have been used across Walsall successfully for the last three years. This has saved time and resources from attending meetings and brought together clinicians and managers at times of pressure to identify and agree additional support. Conference calls will continue to be held, although the focus has been changed following Transforming Community Services and as a result of from learning from previous years. Actions which could have been discussed on conference calls have been agreed in advance (i.e. spot purchase for non-weight bearing patients, Community Nursing Teams reviewing patients who are inpatients and known to their services.)

There will be two levels of conference call

- a) Local conference calls will be convened when services escalate to an EMS level 2. This will be to ensure that plans are in place to stop further escalation to an EMS level 3. The calls will include representatives from Capacity Management, Intermediate Care, Social Care and Integrated Discharge Team.
- b) Black Country Cluster conference calls will be implemented when 2 or more acute providers are on an EMS Level 3, to agree mutual support across the Cluster.

6 Infection Prevention

Across the Walsall borough significant work was undertaken during 2009/10 which effectively minimized the number of outbreaks during last winter. The plans from last year have been updated but having been effective will be adopted again for 2011/12.

An outbreak tool is used within the hospital to ensure that staff know when to report and refer patients for the Norovirus isolation ward. The infection control team in conjunction with Public Health support and advise local Care Homes in minimising the impact within the home and accepting asymptomatic patients back from hospital who have been nursed on infected wards.

There is a separate isolation ward for patients with *Clostridium difficile* and ongoing surveillance continues with all C. diff cases. GPs are alerted to ensure prompt treatment and management to protracted illness resulting in hospitalisation.

a) 6.1 Flu Vaccinations

The Flu vaccination planning falls under the remit of Public Health. Meetings recommenced in August 2011 to ensure that appropriate planning was being undertaken across the Borough with regards to vaccination of at risk patient groups and healthcare staff. A robust action plan has been developed and adopted to ensure that the following aspects have been undertaken appropriately:-

- Reviewing Last years work
- Planning
- Preparing
- Implementation
- Monitoring and Evaluation

Strategic meetings involving Infection Control teams, Health Protection Agency, Social Care and Inclusion, Commissioners, providers and communications teams have been held regularly to ensure that the actions identified have been undertaken. Reporting against the Flu vaccination targets for patients is due to start in November.

7 Risks

Winter 2011/12 is expected to be another difficult winter in terms of weather, but also as a result of the extraordinary amount of change that is taking place at all levels of the NHS across England. These changes bring with them opportunities for working across the Black Country Cluster to ensure a consistency of service for a wider population. Inherent in such wide scale changes are risks, such as the potential for industrial action.

While winter plans in general focus on the expected surges in activity, those things which happen as a routine or have happened in the past, there are other risks which are not predictable:-

- Major incident
- Potential Pandemic
- Severe weather
- Industrial action
- Coordination of services' ability to respond
- Loss of other services (i.e. closure of Mid Staffs A&E)

In order to minimise the risks associated with organizational changes and loss of resources, Urgent Care commissioners across the Black Country Cluster are working together to ensure that there are resilient plans in place to manage winter.

8 Capacity Management for the Christmas / New Year Period

Across Walsall the following facilities and services are provided. The opening times for these services are also given:

a) GP Practices / Primary Care

GP practices remain responsible for their patients from 08:00 until 18:30, Monday to Friday excluding bank holidays. Out of hours cover is provided by Badger Healthcare.

Out of hours arrangements are in place to provide access to GPs from 18:30 - 08:00, all day Saturdays and Sundays and through bank holidays where individual practices are closed. All practices will have either a recorded message to direct patients to the out of hour's arrangements or an automatic divert through to out of hours.

The dedicated Out of Hours number in Walsall is 0300-555-0306

The arrangements for GP opening hours are as follows:

24.12.2011 – Christmas Eve:	all except WIC & EUCC closed
25.12.2011 – Christmas Day:	all except WIC & EUCC closed
26.12.2011 – Boxing Day:	all except WIC & EUCC closed
27.12.2011 – Bank Holiday Tues:	all except WIC & EUCC closed
28.12.2011 – Wednesday:	normal opening hours
29.12.2011 – Thursday:	normal opening hours
30.12.2011 – Friday:	normal opening hours
31.12.2011 – New Year's Eve: 01.01.2012 – New Year's Day: 02.01.2012 – Bank Hol Mon:	all except WIC & EUCC closed all except WIC & EUCC closed all except WIC & EUCC closed
03.01.2012 - Tuesday:	normal opening hours
04.01.2012 - Wednesday:	normal opening hours
05.01.2012 - Thursday:	normal opening hours

b) Walsall Walk-In Centre,

The Walk-in Centre in Walsall is a GP led health centre that deals with medical conditions and minor injuries not requiring hospital admission. Patients do not need to be registered with a GP and can access care every day of the year. The Service is provided by Phoenix Healthcare. The conditions which they will see and treat are given att appendix 1 to this document.

In addition to the Walk-In Centre in town there is also the Emergency & Urgent Care Centre co-located with A&E on the Manor Hospital site.

c) Emergency & Urgent Care Centre (EUCC)

Badger Healthcare provides the EUCC facilities based at the Manor Hospital. This service sees and treats all patients who arrive at the A&E department presenting with a condition that can be seen by a Primary Care physician. The service opened in its new facilities in early November and has been fully operational 24/7.

d) GP Out Of Hours

Out of Hours services in the Walsall Borough area are provided by Badger Healthcare.

Contact Details:

Badger Group, Badger House, 121 Glover Street, Birmingham, B9 4EY

T: 0121 766 2120 F: 0121 766 5135

Badger will be operating its GP Call Handling and out of hours services as follows: (TBC)

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24.12.2011 – Christmas Eve: 00.00 – 08.00 and 18.30 – 00.00
25.12.2011 – Christmas Day: 24 hours
26.12.2011 – Boxing Day: 24 hours
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27.12.2011 – Boxing Day. 24 hours 27.12.2011 – Bank Holiday Mon: 24 hours

28.12.2011 – Tuesday: 00.00 – 08.00 and 18.30 – 00.00 29.12.2011 – Wednesday: 00.00 – 08.00 and 18.30 – 00.00 30.12.2011 – Thursday: 00.00 – 08.00 and 18.30 – 00.00 31.12.2011 – New Year's Eve: 00.00 – 08.00 and 18.30 – 00.00

01.01.2012 – New Year's Day: 24 hours 02.01.2012 – Sunday: 24 hours 03.01.2012 – Bank Holiday Mon: 24 hours

04.01.2012 - Tuesday: 00.00 - 08.00 and 18.30 - 00.00 05.01.2012 - Wednesday: 00.00 - 08.00 and 18.30 - 00.00

e) Community Pharmacy Availability

Walsall has good pharmacy coverage with 56 pharmacies across the borough, amongst which are five 100 hours pharmacies. A number of our pharmacies offer Enhanced Service.

Community Pharmacies are expected to be open for their normal contracted hours on the days specified in Appendix 2 for the dispensing of prescriptions, pharmaceutical advice and the purchase of over the counter medication on the 25th and 26th December 2011 and 1st January 2012 are covered by a rota, which is also detailed in Appendix 2.

Additionally, we are aware that there will be a number of pharmacies open throughout the holidays, including the supermarket pharmacies although they are not required to inform the PCT of their opening hours on 27th December 2011 and 2nd January 2012 as they are deemed to be bank holidays.

	Pharmacy	Opening Hours
Saturday 24 th	Normal opening hours*	
December 2011		
(Christmas Eve)		
Sunday 25 th	Beacon Pharmacy, 81 Collingwood Drive, Great Barr	10:00 – 12:00 &
December 2011	B43 7JW	
(Christmas Day)	 Blackwood Pharmacy, 87 Blackwood Road Streetly, B74 3PW 	10:00 – 12:00
	 Brutons Pharmacy (Moxley), 101 Highstreet Moxeley WS10 8RT 	10:00 – 12:00
	 Coalpool Pharmacy 140 Dartmouth Avenue, Coalpool, Walsall, WS3 1SP 	12:00 -16:00
Monday 26 th	Boots - Parkside	10.00 - 16:00
December 2011	Sainsbury's Reedswood	10:00 - 17:00
(Boxing Day)	ASDA, George Street	10.00 - 16:00
	Lloyds Pharmacy, Bloxwich	10:00 - 14:00
Tuesday 27 th	ASDA, George Street	09:00 - 18:00
December 2011 (Lieu	Boots - Parkside	10:00 - 16:00
Bank Holiday)	Boots, Saddlers Centre	10:00 - 16:00
	Boots Stafford Street	10:00 - 16:00
	Boots Darlaston	10:00 - 16:00
	Boots Anchor Parade	09:00 - 17:30
	 Lloyds Pharmacy, 169 High Street, Bloxwich, WS3 3LH 	11:00 - 16:00
	 Manor Pharmacy, 59 Forrester Street, Walsall, WS2 9PL 	10:00 - 14:00
	Morrisons Wallows Lane	09:00 - 18:00
	Morrisons Lichfield Street	09:00 - 17:00
	Sainsbury's Reedswood	09:00 - 18:00
	Tescos Brownhills	09:00 - 19:00
	Tesco Willenhall	10:00 - 16:00
	Tesco Littleton Street	09:00 - 1800
		11:00 - 16:00

Wednesday 28 th	Normal opening hours	
December 2011		
Thursday 29 th	Normal opening hours	
December 2011		
Friday 30 th December	Normal opening hours	
2011		
Saturday 31 st December 2011	 Beacon Pharmacy, 81 Collingwood Drive, Great Barr B43 7JW 	09: - 13:30
	 Blackwood Pharmacy, 87 Blackwood Road Streetly, B74 3PW 	09:00 - 13:00
	 Brutons Pharmacy (Moxley), 101 Highstreet Moxeley WS10 8RT 	09:00 - 14:00
	 Lloyds Pharmacy, 169 High Street, Bloxwich, WS3 3LH 	09:00 - 17:30
	 Manor Pharmacy, 59 Forrester Street, Walsall, WS2 9PL 	09:00 - 22:00
	 All in store Supermarket pharmacies are open with the store 	
Sunday 1 st January	Sainsbury's Reedswood	10:00 - 16:00
2012 (New Year's	ASDA, George Street	10:00 - 16:00
Day)	Boots Parkside	10:00 - 16:00
Monday 2 nd January	Monday 2 nd January No rota	
2012 (Lieu Bank	All in store Supermarket pharmacies are open with	
Holiday)	the store	

f) Acute Hospital

The A&E department at Walsall Hospital will be available on a 24 hour, 7 day a week basis as usual. A number of additional initiatives have been implemented for winter 2011/12 which are detailed in the Winter Pressures, Resilience, Re-ablement and Integration Programme. These initiatives include:-

Pre-Admission/Admission Avoidance

- Additional A&E and AMU consultants
- Additional Nursing support to IV Therapy at Home
- High Risk Patient Taskforce
- High Risk Patient Taskforce (night Discharge Support Service)
- Day & Evening Frail Elderly Pathway Discharge Coordinators
- Additional District Nursing
- Temporary Additional Inpatient Capacity
- Additional short stay beds on AMU
- Planned Care Elective Surgery Surge Plan

Discharge Management and Enablement

- Swift Discharge Suite
- Additional coordinator End of Life care
- Alert for admission of Community caseloads patients

Clinical and other support

- Additional Radiology support provide 7 day cover
- Ward based pharmacists
- Additional portering
- Additional clinical and facilities support

Contingency Planning

- Prioritise vulnerable Children's community services
- Identification of Community Child health services which could be postponed if capacity reduced
- Additional Children's nurse
- Mortuary facilities
- Management of Norovirus

g) Emergency Ambulance Services

West Midlands Ambulance Service NHS Trust (WMAS) is commissioned to provide 24-hour 999 emergency services across the LHE. The Hospital Avoidance Liaison Officer (HALO) is a member of the winter resilience meetings. The HALO availability will be planned with a view to matching the peak demand periods anticipated around the Bank Holiday weekends.

WMAS is still developing the Directory of Services (DoS) which NHS Pathways will be able to use to identify suitable services to divert patients to other than attending A&E or being conveyed by an ambulance if not clinically required. Entries on the DoS for Walsall currently include GP surgeries, Opticians, pharmacies, Walk in Centre, GUM Clinics, Intermediate Care Team, District Nurses, GP OOH services and dentists. Mental health services and the Respiratory Team services are due to be developed shortly.

West Midlands Ambulance Service has its own escalation plan and also report on the RCMT EMS.

NHS Pathways/Directory of Services

The commissioners and providers across Walsall are working with the WMAS to develop an electronic Directory of Services that would help the ambulance service divert activity away from the hospital to appropriate community services. The impact for 2011/12 is likely to be helpful rather than significant but it will be developed for future years.

h) Intermediate Care

Intermediate care in Walsall includes both domiciliary and bed based services for older patients with rehab potential. There are two levels of bed based service one for more complex patients based at Richmond Hall Nursing Home and the second for more straightforward case based at Rushall Mews Care Home.

Occupancy within bed based services has been high although it does fluctuate. Services are able to be flexible within the constraints of the registrations of the two homes. Admission to the ICT beds is coordinated with the Intermediate Care Team. Through the summer capacity was restricted due to a number of non-weight bearing patients utilizing the beds. To ensure capacity going into the winter, agreement has been reached that an additional 6 beds would be spot purchased to accommodate non-weight bearing patients and the capacity of the team is being monitored to ensure safe practice.

The domiciliary intermediate care is supported by effective partnership working with Social Care and ensuring that patients who could manage in their own home with the additional of a package of care are appropriately enabled to do so.

GP referrals into the ICT works effectively for step up patients to avoid admission to hospital and where additional beds are required these are spot purchased.

The Intermediate Care Team also provide the IV therapy at Home service which has been capped at 6 patients previously due to capacity within the team. Additional resources have been made available and the number of patients who will be able to be given IV at home will be increased.

i) Home Oxygen Service

The Homecare helpline will be open as normal (8.00am to 5.30pm) on working days. The team is available 24 hours a day, 7 days a week for urgent calls and emergency orders. Telephone: 0800 373580.

Further supporting clinical information is available on:

http://www.homeoxygen.nhs.uk/1.php/

The local supplier of home oxygen in Walsall is Air Products who have issued an operational plan for the PCT's.

Air Products Winter / Christmas Plan 2011/2012

Based upon previous experience, Air Products can expect to see increased
activity across all areas of the business in the two weeks leading up to these
holidays. We will again be planning to cope with increases in demand of up to a
maximum of 25% (aggregated) compared to prior month. We expect the increase
to mainly affect hospital discharges, ambulatory refills, holiday home oxygen
holiday order forms (HOOF's) and emergencies leading into the holiday itself.

- Additional capacity is planned to handle a 25%-30% increase in HOOF activity levels. With regards to emergencies / call outs we will have the capacity to handle 30% over current normal levels.
- Air Products plans to meet anticipated demand through several planning actions.
 To address staff capacity, demand will again be met through holiday restrictions and voluntary overtime and an enhanced weekend capacity leading directly up to the main holiday period.
- To address asset capacity, demand will again be met through cylinder refilling in advance and other asset redeployment to create stock piles around the regions, management of patient stock holdings and encouraging patient planning. We will again be reviewing the holding of high drop frequency and high use patients for SBOT and ambulatory.
- We will again be writing out to all our patients on the week commencing 26th November 2007 to communicate our Christmas planning messages, and we will be writing out to all patients on the week commencing 25th February 2008 to communicate our Easter planning messages.

http://www.airproducts.com/medical/uk/index.html

j) Discharge Pathways

There are existing teams within the Provider services which enable patients to be discharged with additional support. The Intravenous antibiotics pathways is being supported to have a greater capacity enabling patients to be discharged home while on intravenous antibiotics, rather than remaining in hospital.

Early supported discharge, an element of the COPD pathway, facilitates patients returning home with additional support after having an exacerbation of their respiratory condition.

The Integrated Discharge Team will coordinate the complex discharges ensuring that all the care packages required are in place, The IDT will also act as gatekeepers for the Swift Discharge Suite to ensure that appropriate patients are on the unit.

k) Community Services Conference calls

The Community services which facilitate patients being discharged are undertaking conference calls to ensure that appropriate capacity is available. There are 5 services areas which have been identified as critical, which are:-

- Intermediate Care
- COPD
- Community Nursing
- Equipment
- End of Life

A template for conference calls has been developed which will be completed and circulated and work with the RCMT to develop appropriate EMS triggers is being looked into.

9 Dentistry

The out of hours dental services operates on a Saturday, Sunday and Bank Holidays from 08:30am – 12:30pm. The last call is taken at 12:00pm, this is to allow time for people to travel to the centre for treatment.

The address is; Thames Road Blakenall Walsall West Midlands Ws2 7JL

We have also updated the NHS Walsall website to inform patients about the emergency dental services;

http://www.walsall.nhs.uk/Services/Emergency Dental Treatments.asp

10 Mental Health Crisis Resolution Team

The routine telephone number for Walsall Mental Health Access is via the team mobile 07919014294 during in hours, however patients, carers and health and social care workers are able to access this service in between 5.00 – 9.00 p.m. period in the case of a crisis by contacting the switchboard at Dorothy Pattison who hold the on call rota.

11 Social Care Reablement

Service Name	Phoenix Walk in Centre
Contact Telephone Number	01922 605735
1.00	
Lead Officer	Doctor A Thomas
Service Description	GP led Health Centre, dealing with medical conditions
Col vice Decemption	and minor injuries not requiring hospital admission. Pt's
	do not need to be registered with a GP.
Inclusion Criteria	Headaches without vomiting (gradual onset or
	present > 1 week)
	Dizzy spells/Vertigo type episodes not of
	cardiovascular/arrhythmia cause
	Rash: patient otherwise well – exclude aparbulavis and moningitis
	anaphylaxis and meningitisMild Asthma with peak flow >75% of predicted
	best peak flow/no nebuliser required
	Acute wry neck no new neurological symptoms
	• Cough
	• Cold
	Earache
	Sore Throat
	Diarrhoea and vomiting without dehydration
	 Back Pain for 7 days> no new neurological symptoms
	General joint pains
	 Minor mental health problems without psychosis or suicidal intent
	Minor non intentional overdose with no blood test or admission indicated
	 Minor bites and stings without symptomatic involvement
	Minor infection of skin or scalp
	Minor burns with skin intact and no dressing required (less than 1%, no joints or genital burns).
	Minor soft tissue injury where no fracture is
	suspected – Suturing available
	Period Pains
	Emergency Contraception

	 PV bleeding if patient is stable and ectopic pregnancy not suspected PV bleeding in early pregnancy if patient is stable and ectopic pregnancy not suspected Other pregnancy related problems e.g. vomiting/UTI Urinary problems except urine retention Abdominal pain and testicular pain (not suspected torsion) present for 2 days+ In-growing toenails From birth onwards. No age restrictions.
Exclusion Criteria	 Chest Pains or patients requiring access to a resident Cardiac Arrest Team or continuous cardiac monitoring. Patients who have or are suspected to have suffered a stroke or TIA (should be admitted to the acute hospital regardless of age, in order to enter the stroke care pathway) Patients who have a primary psychiatric illness without any presenting physical problems Patients who may need care as they have become homeless.
Staff	GPs and nurses.
Service Capacity	To be determined
Service Address	19 – 21 Digbeth
(To direct patients to if walk	Market Square
in service provided)	Walsall
DCT complex cons	WS1 1QZ.
PCT service area	Walsall PCT
Hours of Operation	08:00 till 20:00 7 days a week.