

NHS Brent
Procurement of GP Led Health Centre for Brent

NHS Brent presented a paper at the last Health Select Committee regarding the introduction of a GP Led Health Centre in Brent.

The paper outlines an introduction to the basis of a GP Led Health Centre, proposed timescales and the engagement process that NHS Brent will be following during the process.

1. Introduction

GP Led Health Centres are part of the Equitable Access to Primary Care programme was introduced in 2008/2009.

As a minimum GP Led Health Centres will be expected to:

- Provide Core GP services
- Open 8am-8pm, 7 days a week, 365 days a year
- Provide bookable and walk in services
- Services should be available to registered and non-registered patients
- Be sited in an accessible location
- Maximise opportunities to integrate and co-locate with other community-based services including social care.

In addition to procuring the GP Led Health Centre, NHS Brent is also procuring a provider for GP services at Harlesden Medical Centre. The practice was originally advertised on a temporary APMS contract in April 2008, but NHS Brent is now taking the opportunity to replace this temporary arrangement and advertise for a 5 year APMS contract. This practice will not be changing location but will have extended hours.

2. Health Needs Assessment for a GP Led Health Centre

Following a Health needs assessment, three options for the location of the GP Led Health Centre were shortlisted.

The three short listed options were:

- Monks park
- Wembley Centre for Health and Care
- Vale Farm Health Centre

The detailed Health needs assessment is available on request. An overview is given below:

The following criteria have been used to appraise the three shortlisted locations:

- i. Good public transport links and car parking

- ii. Space available for the centre in 2009/10
- iii. Co-location of community services that could achieve economies of scale
- iv. Value for money. The procurement could include existing services e.g. Walk in Centre and be more attractive too a greater range of providers .
- v. Consultation requirements can be met within the timescale.

Criteria	Rating		
	Monks Park	Wembley	Vale Farm
1	Low	High	Medium
2	High	High	High
3	Low	High	Low
4	Low	High	Low
5	Medium	High	Low

The option to locate the centre at Wembley Centre for Health and Care scores the most highly, and was therefore approved at the September Board meeting of NHS Brent as the preferred location for the GP Led Health Centre.

3. Timetable

Below are the key milestones for the delivery of the Project by March 31st 2009. The Project Group will be involved in each stage of the project and in reviewing the Pre-Qualification Questionnaires and the Invitation to Tender.

Key milestones	Date
Define Project Specification including Outline Service Specification.	19 th September 2008
Advert issued	3 rd October 2008
Memorandum of Information	10 th October – 7 th November 2008
Pre Qualification Questionnaire issue	21 st November 2008
Invitation to Tender issue	2 nd January 2009
Contract Award	27 th March 2009

The PCT's next steps up to Christmas will include:

- Holding Bidder information days
- Community engagement
- Links engagement
- Patient engagement
- Staff engagement
- GP focus groups
- Incorporating results from engagement into Project Specification
- Local community group/MP engagement
- Drafting of the Pre qualification Questionnaire

- Evaluating the Pre qualification questionnaire and selecting a short list of potential bidders.

4. Public and Community Engagement

NHS Brent has developed an engagement strategy which is attached as Appendix One, and sought early advice from the Health Select Committee.

As the process moves forward, NHS Brent is making every effort to be open and transparent during the decision making process of the location of the health centre. NHS Brent would have liked to meet with the local LINKs group, before the advert was published, however due to recent formation of the group and timescales set by the Department of Health, this was not possible. However, now that the group has been established, the PCT is attending the next scheduled meeting and will be keeping them informed throughout the process.

NHS Brent would like to engage with the local population on the service specification for both the GP Led Health Centre and the Harlesden Medical Centre, and the engagement plan outlines how this will be taking place. Comments and advice on the engagement strategy would be valued.

Appendix One

GP Led Health Centre and 1 NHS Brent GP Practice Procurement Project Communications and Engagement Plan

Introduction and background

The Equitable Access to Primary Care programme was introduced in 2008/2009 and is made up of three parts; GP Led Health Centres, Extended Hours and GP Practices for under doctored areas. The NHS Operating Framework for 2008/9 states that all PCTs must procure a GP Led health centre that meets the core criteria stipulated by the Department of Health. A GP Led Health Centre provides a GP service with extended hours, from 8am to 8pm Monday to Sunday including Bank Holidays, with services available to both registered and unregistered patients with the practice.

The Department of Health and NHS London require that a contract be in place with the successful provider by 31 March 2009 at the latest, with a date for service commencement in early 2009/10.

In addition, as part of improving the future of health care in Brent, the provider arm of NHS Brent feels it is no longer appropriate to manage GP services as part of its core business. In addition, the primary care market has now sufficiently developed that other primary care providers are also willing to provide this service and can offer higher quality outcomes and better value for money. Therefore, three additional schemes involving the re-provision of 3 established GP practices within NHS Brent also form part of this procurement. These practices will not be offering such extended hours or services to unregistered patients.

Aims and objectives

- To effectively consult on the Project Specification for each scheme, with staff and patients within the affected localities in Brent, and represent their views in the Project Specifications.
- To have a contract signature for a GP Led Health Centre and 3 additional practices by 31st March 2009.
- To deliver a more flexible and tailored service to the registered and unregistered population in Brent.

Key messages

- To improve the access to a flexible GP led service with extended hours.
- To provide higher patient outcomes and value for money by using a competitive tendering process.

Stakeholders to engage

- Patient groups for affected practices
- Staff in affected practices
- Local MP's
- Expert Patient Groups
- Local social/health care voluntary organisations
- PCT Board and PEC
- PCT Bid Evaluation Panel
- LMC

Stakeholder tailored messages

Patient Groups

- Consultation on services to be provided.
- Basic outline of procuring primary and GP services by the PCT and the different contracts used to do so.
- Step towards improving health care in Brent
- Step towards ensuring equitable access to primary care in Brent
- Part of NHS operating framework

Staff Groups

- Consultation on services to be provided.
- Basic outline of procuring primary and GP services by the PCT and the different contracts used to do so.
- TUPE information and HR support
- Step towards improving health care in Brent
- Part of NHS operating framework

Local MPs

- Step towards improving health care in Brent
- Strategic vision for PCT
- Part of NHS operating framework
- Value for money option
- Part of NHS operating framework

Expert Patient Groups

- Support for patients in affected practices that require specialist information.
- Basic outline of procuring primary and GP services by the PCT and the different contracts used to do so.
- Step towards improving health care in Brent
- Step towards ensuring equitable access to primary care in Brent
- Part of NHS operating framework

Local social/health care voluntary organisations

- Step towards ensuring equitable access to primary care in Brent
- Support for patients in affected practices that require specialist information.

PCT Board and PEC

- Understanding and responding to local patient concerns
- Understanding and responding to local staff concerns

PCT Bid Evaluation Panel

- Understanding and responding to local patient concerns
- Understanding and responding to local staff concerns
- TUPE information and HR support for existing staff
- Step towards improving health care in Brent

LMC

- Resource for support available for local health professionals who are interested in bidding for the contract/s.
- Understanding and responding to local patient concerns
- Understanding and responding to local staff concerns
- TUPE information and HR support for existing staff
- Step towards improving health care in Brent
- Part of NHS operating framework

The method:

- Sending personal letters
- Arranging meetings / visits
- Arranging patient forums
- Arranging staff forums
- Developing a leaflet campaign
- Publishing information and Questionnaire on the intranet / website
- Analysing questionnaire results
- Writing press releases for local, national media
- Preparing briefings for PCT Directors and Chair

Explain what success would look like

- Large number of attendances at patient and staff forums
- Large number of bidders including local health professionals
- High volume of responses to questionnaires
- Good percentage of support for the PCTs' strategy from both patients and local health professionals.

- Transparent and fair tendering process

Event Structure

Patient groups for affected practices

- Patient groups organised ASAP for Harlesden Medical Centre
- Presentation on:
 - Current position with the GP's
 - How the PCT procures GP services and contracts
 - Benefits of the new procurement in both service delivery, VFM, world class commissioning terms
 - TUPE info for staff
 - Consultation on Specification – opportunity to comment and influence
 - Future communication strategy – how do they want to hear from us?

Staff Groups for affected practices

- Staff groups organised for w/b 13th October 2008 for practice involved and GPs currently practicing in the Wembley Centre for Health and Care.
 - Harlesden Medical Centre
 - Dr P B Patel
 - Dr Mamtora
 - Dr Notaney
 - Dr Sodhi
 - Dr Amin
- Presentation on:
 - Current position with the GP's
 - How the PCT procures GP services and contracts
 - Benefits of the new procurement in both service delivery, VFM, world class commissioning terms
 - TUPE info for staff – HR representative to go through questions and issues – pensions etc
 - Consultation on Specification – opportunity to comment and influence
 - Future communication strategy – how do they want to hear from us?

Local MP's – week beginning 13th October 2008

- Letter to each local MP – offer of meeting
- PCT Chair meeting with MP – add to agenda and send Sarah/Tessa rep as necessary.
- Briefing for Chair on project for this meeting.

Expert Patient Groups and Local social/health care voluntary organisations – week beginning 13th October 2008.

- Letter to each group and offer of meeting if required

PCT Board and PEC

- Jo Ohlson as Project Sponsor
- Monthly updates through highlight reports
- Approval dates highlighted in programme

PCT Bid Evaluation Panel

- Members of Project Board so updated through this forum
- Evaluation training for panel members

LMC – week beginning 13th October 2008.

- Letter to LMC – offer of meeting
- Bidding tools for local practices
- Updates via the PEC

Timescales

	Pre PQQ	PQQ Evaluation	ITT issue	ITT Evaluation	Selected Bidder
Patient groups for affected practices	Meeting	Letter	Meeting	Letter	Meeting
Staff in affected practices	Meeting	Letter	Meeting	Letter	Meeting
Local MP's	Letter	Letter	None	None	Letter
Expert Patient Groups	Letter	None	Letter	None	Letter
Local social/health care voluntary organisations	Letter	None	Letter	None	Letter
PCT Board and PEC	Highlight Report	Highlight Report	Highlight Report	Highlight Report	Highlight Report
Health Select Committee	Highlight Report	Highlight Report	Highlight Report	Highlight Report	Highlight Report
PCT Bid Evaluation Panel	E-mail	E-mail	E-mail	E-mail	E-mail
LMC	Letter/Meeting	Letter	Letter	Letter	Letter/Meeting

- 1) **The Media** –Subgroups include: national, local, broadcast, print, online, trade, consumer, specialist, generalist, news, editorial, feature, etc.
- 2) **Financial** – Providers of capital or those who help finance expenditure.
- 3) **Patients** – Usually existing, but could also consider previous or prospective. I'm thinking in terms of people suffering with chronic diseases, cancer, diabetes etc.
- 4) **General public** – Can be seen as a general “everyone else” category. Not that important will have covered the key stakeholders
- 5) **Internal** – All staff (management and employees), committees and internal groups, Union representatives, volunteers. May also include contract workers depending on nature of relationships,
- 6) **Local** – Communities that have a direct relationship with the organisation. This is usually through proximity to one or more of the organisation's premises. Consider also groups, businesses and authorities (eg local government) as well as individuals to promote opening.
- 7) **Influential groups** – Various people may be facilitators or blockers to the organisation's activities. These include environmental or other activist groups (see later section), non-governmental organisations (NGOs) and industry experts (eg University researchers, gurus, trade bodies), patients & local residents.
- 8) **Trade** – Suppliers of materials or services to the organisation. Increasingly important with focus on entire supply (or retail) chain. Other PCT's Pharmaceutical companies.
- 9) **Government** – Operates at variety of levels down to the local level. Again, consider groups, committees and individuals, administrative functions, and elected representatives (of different political persuasions)