

Appendix 1

Update on Burnley Road Practice

Purpose of Paper:

This paper provides a background to the decision making in relation to Burnley Road practice so far. It details the options appraisal that has taken place in relation to the future of the Burnley Road Practice and the Homeless Service also run by the practice. The paper describes a process for final decision making in relation to the future of the Burnley Road Practice, and an update on the current situation.

Background

Brent Community Services have been managing Burnley Road Practice which is based at Willesden Centre for Health & Care for a number of years. Brent Community Services served notice to NHS Brent for their provision of Burnley Road practice during 2008.

NHS Brent began a procurement for the practice in October 2009. NHS Brent received a letter from the practice declaring that they wished to submit a Right to Request Expression of Interest. Subsequently NHS Brent received an application from Burnley Practice.

A panel was convened to review the application. The Panel recommended that it did not support the proposal put forward by the Burnley Road Practice. In relation to the application made by Burnley Road Practice the Panel made the following statements:

Burnley Practice:

1. The Expression of interest contained insufficient detail and clearly lacked preparation.
2. The implications of forming a Social Enterprise were not carefully or clearly considered.
3. The stakeholder engagement section was very strong and well prepared.
4. There was little assurance throughout the Expression of Interest that an effective team building relationship was in place, or in development.
5. The costs section lacked detail of the cost of delivering the service.
6. Governance arrangements were not clear, and the relationship between the Burnley Practice and Hamess Care Co-operative was not clearly demonstrated.

The NHS Brent Board supported the panel and the application was turned down.

Information about Burnley Road Practice:

Burnley Road practice provides both general medical services to a registered population within the Willesden area as well as primary medical services to homeless people within the Borough. The homeless service has evolved since it was first agreed that it should be provided by the practice and today includes appointments at the practice within Willesden Centre and at an outreach clinic located in Cricklewood Homeless Concern. The practice has developed networks across the Borough which means homeless people are directed to the practice for registration.

Information about the practice is contained below:

List size as at 1.7.10	2708
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Options available to NHS Brent:

NHS Brent needs to consider both the registered practice element of the service and the homeless element of the practice. An initial options appraisal was undertaken which considered all the options available to NHS Brent for both the registered population and the homeless patients registered with the practice. This options appraisal generated the short list of options below:

- Homeless Service options
 1. Develop specification and tender to GMS, PMS and APMS providers within the Borough - Closed tender
 2. Develop specification and tender on open market
 3. Decommission specific service for Homeless patients
- Burnley Road Practice Registered Population options :
 1. Develop specification and tender on open market
 2. Closed tender to GP Practices within the Borough requiring provision of the service within one mile radius of existing location of practice.
 3. List dispersal of the registered population

In undertaking the options appraisal a number of risks and benefits were highlighted. As part of the detailed appraisal of the proposed options the following risks will be considered and investigated:

Homeless Service Proposed Options - Risks

Option	Risk
Open Tender	Bidders not responding with competitive prices due to the specialist nature of the service. Organisations bidding from outside the Borough lacking knowledge of networks, organisations within Brent that currently exist supporting homeless people
Closed Tender	Challenge from providers not eligible to bid due to closed tender. Bidders not responding with competitive prices due to the specialist nature of the service
Decommission	Homeless people are not managed appropriately and health deteriorates leading to more complex and possible more expensive interactions elsewhere within the health economy
All options	Client dissatisfaction with changes to existing services

Registered Service Proposed Options - Risks

Option	Risk
Disperse List	Staff face either redeployment, redundancy or TUPE. Potential lack of capacity within 14 practices located within a one mile radius of Burnley Road Practice
Open Tender	Bidders not responding with competitive prices
Closed Tender	Bidders not responding with competitive prices. Challenge from providers not eligible to bid due to closed tender.
All options	Registered patient dissatisfaction with changes to existing services

Staff and Patient / Stakeholder Engagement:

1. Initial meeting held with patients & stakeholders on 12th August 2010 during which the process to date the shortlisted options and next steps were discussed.
2. Letter to staff to explain process to date, shortlisted options and next steps.
3. Staff have been offered opportunity to provide views on the options
4. Meeting with staff, union representatives, NHS Brent and Brent Community Services
5. Focus group held with 18 people attending to discuss the options in relation to the registered population list.
6. Two further focus groups planned with patients to gain further views on the options.
7. Focus group planned with homeless patients to discuss options and gain views.

Next steps:

1. Primary Care team to undertake further work on each of the options.
2. Patient and stakeholder views to be included within the options appraisal.
3. Options appraisal to be undertaken and recommendation to be put forwards to EMT mid October
4. Final recommendation to be taken to the NHS Brent board for decision in November 2011.
5. It is proposed that both Local Councillors and all patients aged 16 and over are written to explaining the outcome of the EMT decision and providing the date of the Board Meeting where the recommendation will be discussed.

Jo Ohlson

Director of Primary Care and Community Commissioning

NHS Brent
1 October 2010