

North West London Integrated Urgent Care Market Event

Monday 10th December 2018

Welcome & Introductions

Item		Presenter	Timings
1	Welcome & Introductions	Nigel Gausden	14:30-14:35
2	Update on Current Service / Data	Nigel Gausden	14:35-14:55
3	Current Clinical Vision for the New Service & Clinical Roles	Dr Unger-Graeber	14:55-15:15
4	Workforce Implications	John Light	15:15-15:25
5	Anticipated Commercial Arrangements	Nigel Gausden	15:25-15:35
6	Indicative Procurement Process	David Brownlow	15:35-15:45
7	Questions and Answers Session	Panel	15:45-16:00
8	Provider Networking Opportunity	Panel	16:00-16:30

Presenters

Name	Role	Organisation
Dr Unger-Graeber	NWL Clinical Lead for IUC Services	NW London CCGs
Nigel Gausden	NW London IUC Programme Manager	NW London CCGs
John Light	NW London IUC Project Manager	NW London CCGs
David Brownlow	Head of Procurement (South)	Shared Business Services

NW London Market Event Objectives

- 1 Further guidance on what NWL is seeking to commission in an Integrated Urgent Care Service
- 2 Provide an overview of the services and developments since last event in September
- 3 Provide an opportunity for attendees to ask the CCG questions
- 4 Provide an opportunity for the CCG to obtain comment from the market
- 5 Provide attendees with an understanding of the indicative procurement process / timelines
- 6 Provide attendees with potential networking opportunities
- 7 Provide potential bidders with learning from NWL prior to the procurement

North West London Integrated Urgent Care Market Event

Update: Current Service & Data
Nigel Gausden

NW London Overview

Over 2 million residents

Over £4bn annual health and care spend

8 CCGs and

8 Local Authorities

4 acute trusts

10 acute and specialist hospitals

6 IC/RR services

368 GP practices employing **1,540** GPs, **536** practice nurses, and **367** HCAs

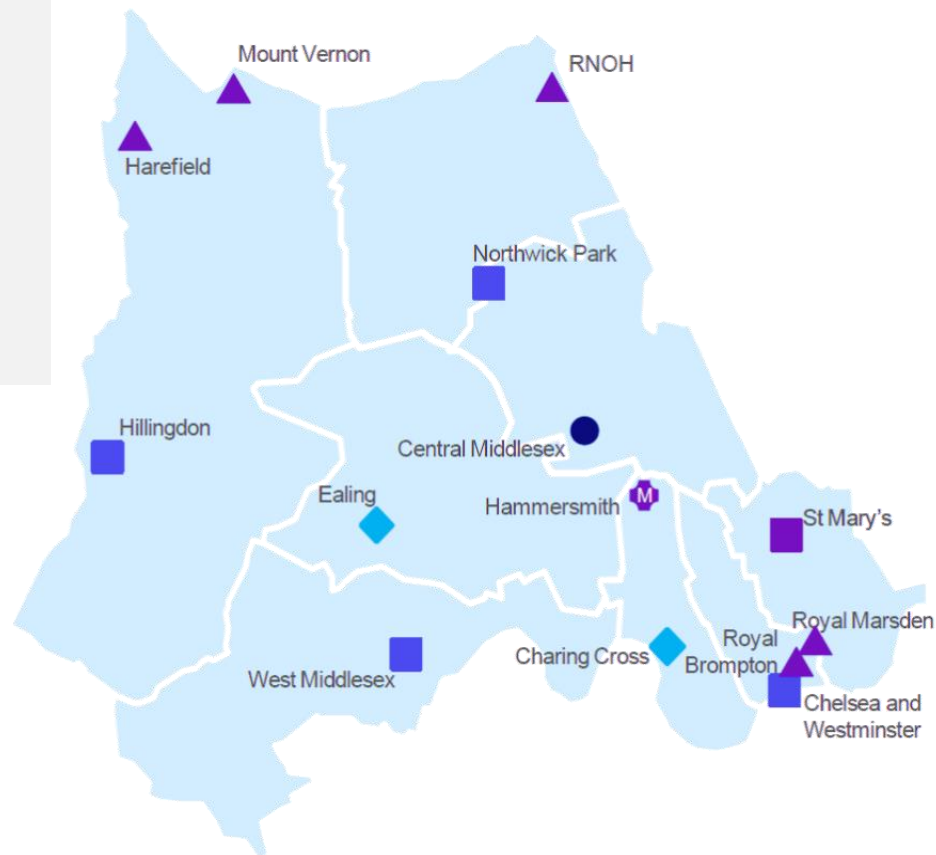
Average list size **6,400**

30 GP Extended Access Hubs

2 mental health trusts

2 community health trusts

1 IUC service delivered by alliance of 2 providers



NW London Services

Hillingdon

- 1 Confederation, 3 localities & 45 Practices
- Extended Access – 3 hubs
- GP Provider Maturity Evaluation June 2018
- 2018 – 19 CCG Single Contract practice based and a separate Confederation Contract

Harrow

- 1 Federation, 6 localities & 33 Practices
- Extended Access – 2 hubs
- GP Provider Maturity Evaluation date to be confirmed
- 2018 – 19 CCG is intending to let a wraparound contract

Brent

- 1 Federation , 3 networks & 60 Practices
- Extended Access – 9 hubs
- GP Provider Maturity Evaluation June 2018
- 2018 – 19 CCG is intending to let a Whole Systems Integrated Care Contract with 3 networks in Brent.

Ealing

- 1 Federation, 7 networks & 76 practices
- 3 hubs – Extended Access
- GP Provider Maturity Evaluation Completed November 2017
- 2018-19 CCG Practice based contract with individual practices
- 10 year community services contract

Central London

- 1 Federation, 3 localities under federation, 1 Primary Care Home (SWPCH) & 34 practices
- Extended Access – 3 hubs
- GP Provider Maturity Evaluation May 2018
- 2018 -19 CCG following procurement letting 2 contract to two Primary Care at Scale organisations who will subcontract with practices

Hounslow

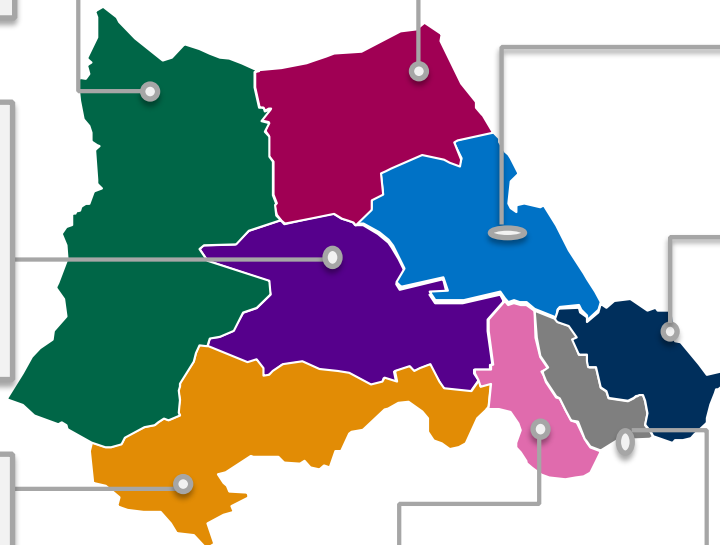
- 1 Consortium, 5 Localities & 47 Practices
- Extended Access – 5 hubs
- GP Provider Maturity Evaluation Date to be confirmed
- 2018 – 19 CCG let a Single contract with the Consortium who will subcontract with practices

Hammersmith & Fulham

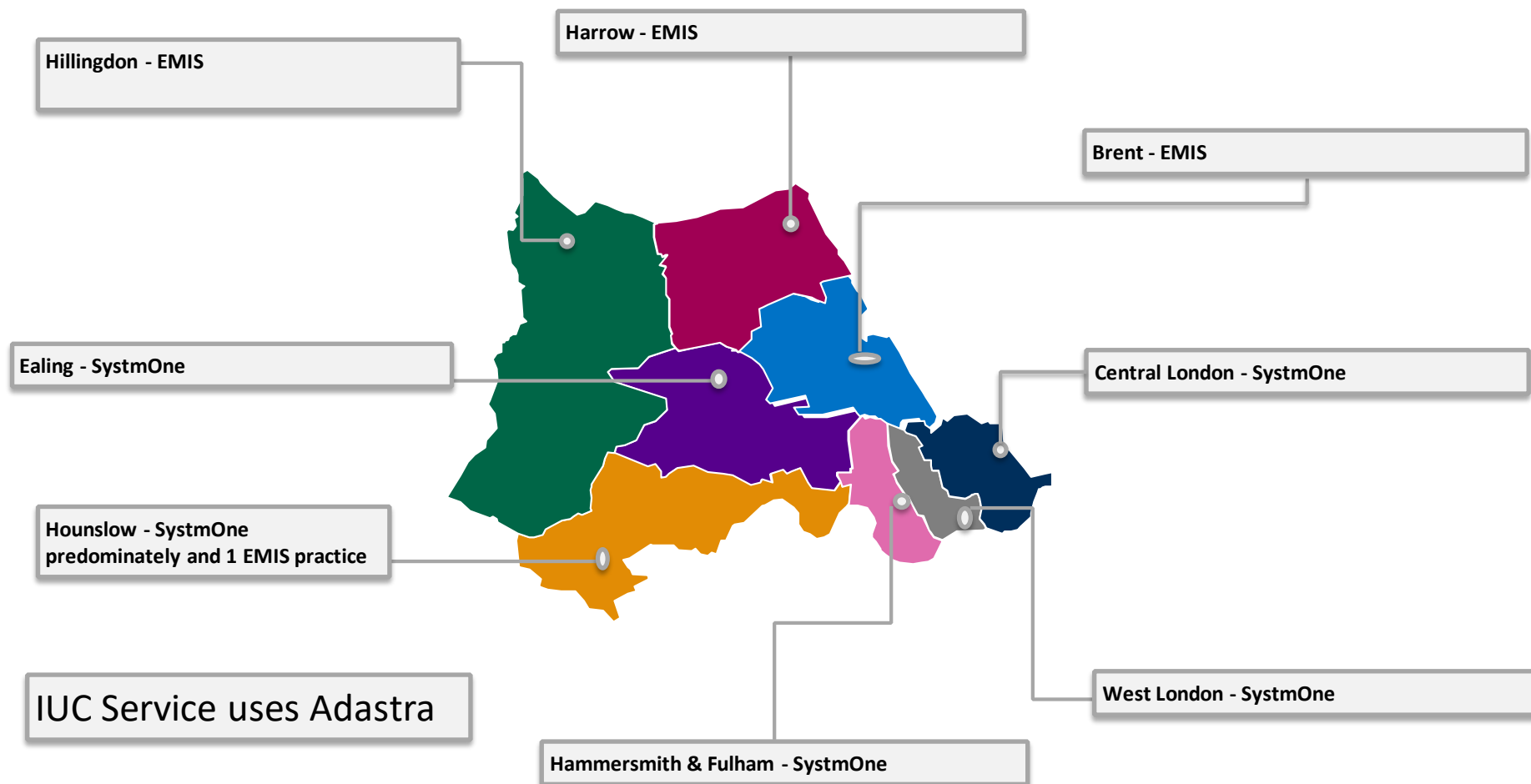
- 1 Federation, 3 Networks & 30 Practices
- Extended Access – 3 hubs
- GP Provider Maturity Evaluation completed November 2017
- 2018 – 19 CCG is developing a wraparound Enhanced Primary care contract and network plan which will be let with practices and the GP Federation in a Tri - Partite agreement from 1st July 2018

West London

- 1 Federation, 4 Localities (under review) & 43 Practices. Expressions of interest for Primary Care Homes.
- Extended Access – 2 hubs
- GP Provider Maturity Evaluation dates to be confirmed
- 2018 – 19 CCG rolling over the 2017 – 18 Out of Hospital services contract and the wraparound contract will be let in a Tripartite arrangement. Alliance contract let with practices, and other providers to deliver My Care My Way integrated care for over 65's



NW London Primary Care IT Systems



NW London Directory of Services

There are 2,300 services on the Directory, summarised in the table below. DOS services all re profiled in Q3

Service Type	Numbers
GP In Hours services	368
Extended access	24
Pharmacist Services inc DMIRS and NUMSAS	497
Opticians	246
Dentists and dental services	324
Community services	168
Mental Health services	82
Intermediate Care	29
District Nurses and Community	21
Palliative care services	26
Sexual Health services	23
Voluntary sector	12
Social Care	9

DOS team on site with each provider 1 day a week to address any issues

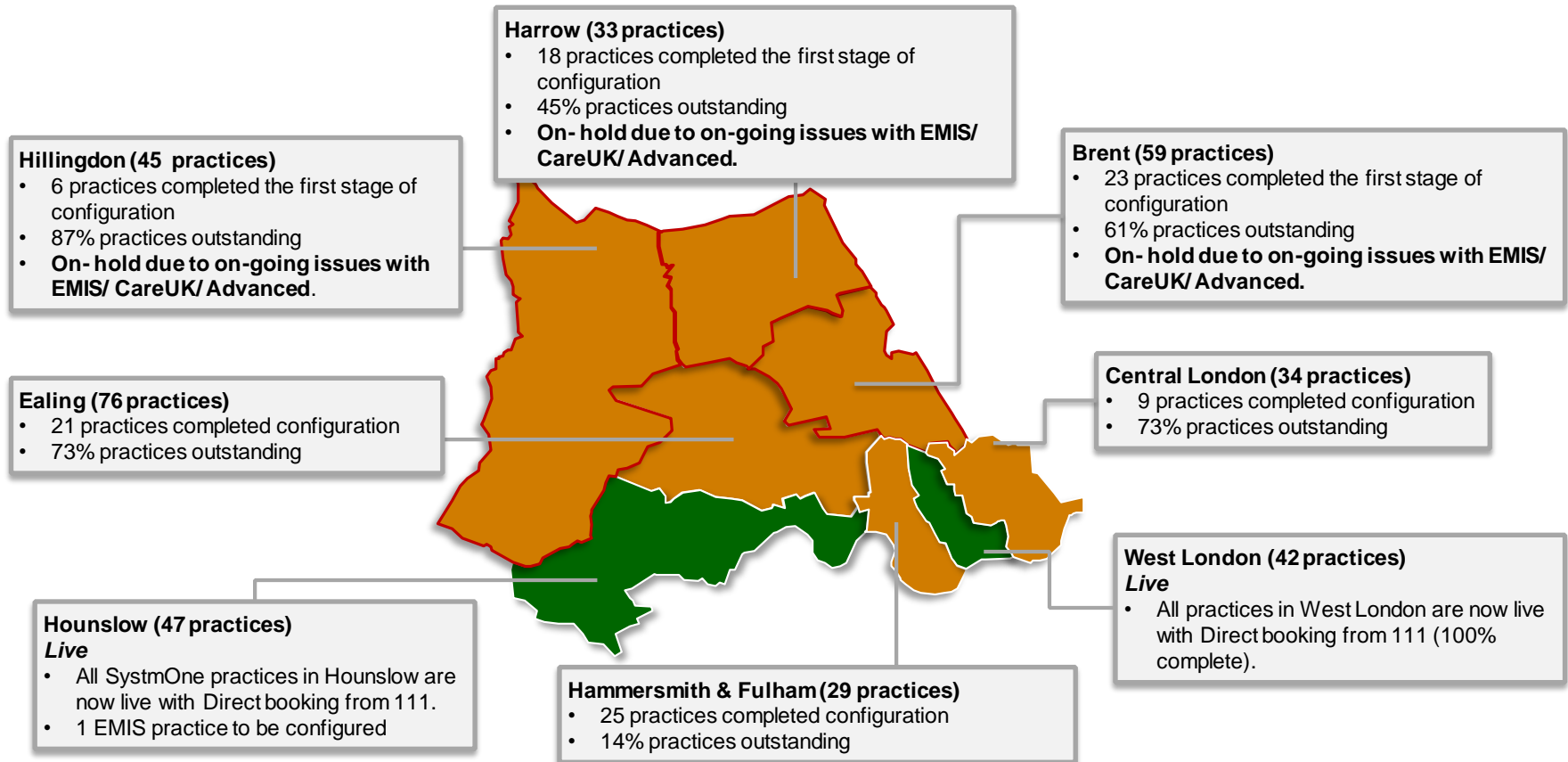
NW Opted In and Opted Out GP Practices as of Sept 2018

CCG	Number of Opted In Practices	Number of Opted Out Practices	Total Number of NWL Practices
Brent	41	19	60
Central London	9	25	34
Ealing	26	50	76
Hammersmith and Fulham	1	29	30
Harrow	26	7	33
Hillingdon	36	9	45
Hounslow	32	15	47
West London	12	31	43
NWL	183	185	368

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Digital Urgent Care
Nigel Gausden

NW London Direct Booking In-Hours Progress (Nov-18)



In Discussion

Comms &
Engagement

Information
Gathering

Agreement &
Sign Off

Configuration

Testing

LIVE



North West London Collaboration of
Clinical Commissioning Groups

NW London Potential In-Hours Availability

CCG	Number of practices	Number of appointments Available weekly			
		Roll-out plan through Winter 2018			
Hounslow	47	470	470	470	470
Hillingdon	45				460
West London	43		430	430	430
Ealing	76				760
H&F	30			250	300
Central London	34			340	340
Harrow	33				330
Brent	60				600
NW London	368	470	900	1490	3680

NW London Other Digital programmes under DUEC agenda

- Direct booking to UCCs
- 111 Online – Live to level 3 across NWL through NHS 111 Online
- EPS live across NWL
- Senior Clinician Module live in INWL
- Pharmacy IVR live Fri/Sat/Sun and Monday
- CMC records view launch from Adastra in pilot launch
- MIG in pilot with friality in Hillingdon
- Enhanced Star 6 pathway and tagging of 130 Care Homes

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Data
Nigel Gausden

NW London Activity – 1st Nov-17 to 31st Oct-18

Period	Calls Offered	Abandoned		Answered	Answered in 60 seconds		Triaged	Ambulance dispatches		Recommended to attend A&E: (Includes ED Dx Codes referred to ED / UTC and other)		Recommended to attend primary care		Recommended to attend other service: i.e. social services / sexual health		Not recommended to attend other service (Self Care)		Total	
Nov-17	31453	871	2.80%	30274	25572	84.50%	25528	3527	13.80%	2376	9.30%	14884	58%	756	3.00%	3985	15.60%	25528	100.00%
Dec-17	43279	2554	5.90%	40439	29641	73.30%	34184	4408	12.90%	2975	8.70%	20801	61%	989	2.90%	5011	14.70%	34184	100.00%
Jan-18	42105	2513	6.00%	39220	28295	72.10%	32933	4166	12.60%	3156	9.60%	19655	60%	850	2.60%	5106	15.50%	32933	100.00%
Feb-18	38769	2719	7.00%	35251	23337	66.20%	29929	3939	13.20%	2937	9.80%	17887	60%	730	2.40%	4436	14.80%	29929	100.00%
Mar-18	43747	2929	6.70%	39035	26209	67.10%	32973	3703	11.20%	3290	10.00%	20115	61%	929	2.80%	4936	15.00%	32973	100.00%
Apr-18	36691	722	2.00%	35365	31152	88.10%	30016	3344	11.10%	3114	10.40%	18246	61%	777	2.60%	4535	15.10%	30016	100.00%
May-18	38173	559	1.50%	37152	34498	92.90%	30510	3556	11.70%	3280	10.80%	18134	59%	834	2.70%	4706	15.40%	32933	100.00%
Jun-18	35278	406	1.20%	34515	32457	94.00%	28353	3541	12.50%	3172	11.20%	16481	58%	761	2.71%	4398	15.50%	28353	100.00%
Jul-18	35424	409	1.20%	34603	32651	94.40%	29077	3678	12.60%	3414	11.70%	16799	58%	835	2.90%	4351	15.00%	29077	100.00%
Aug-18	34004	388	1.10%	33125	31514	95.10%	27767	3400	12.20%	2993	10.80%	16608	60%	855	3.10%	3911	14.10%	27767	100.00%
Sep-18	35083	425	1.20%	33816	31212	92.30%	27304	3556	13.00%	3068	11.20%	16183	59%	789	2.90%	3708	13.60%	27304	100.00%
Oct-18	36011	625	1.70%	34617	31136	89.90%	28802	3735	13.00%	3165	11.00%	17224	60%	769	2.70%	3909	13.60%	28802	100.00%

NW London Primary Care Referrals (DoS Referral)

	UCC / UTC / WIC / MIU	Extended Access	OOH	GP Own	Community	Midwife	Pharmacist	Mental Health	Sexual Health	Other
Nov-17	2160	838	7989	3666	86	13	299	30	36	17
Dec-17	2519	1251	11375	3496	86	22	449	20	41	25
Jan-18	2795	937	9258	4076	76	26	320	21	40	13
Feb-18	2649	947	8547	4063	79	18	328	17	40	19
Mar-18	2837	1063	9668	3868	88	26	418	34	37	20
Apr-18	2858	1082	8360	3356	63	24	430	18	38	31
May-18	3083	1109	8361	3412	77	23	516	17	38	19
Jun-18	2928	884	7314	3245	74	21	429	25	35	28
Jul-18	2854	711	6652	2928	55	16	414	12	41	28
Aug-18	3015	758	7266	2917	68	15	494	11	39	21
Sep-18	2677	841	7268	2767	61	25	426	22	37	23
Oct-18	2762	655	7299	3418	54	23	405	15	36	25

NW GP OOH Activity

GP OOH Summary					
Month	NWL			OOA	Totals
	GP Speak	Centre Visit	Home Visit		
Nov-17	4930	1706	940	413	7989
Dec-17	7343	2227	1227	578	11375
Jan-18	6343	1690	931	294	9258
Feb-18	5145	1801	992	609	8547
Mar-18	6195	1856	1023	594	9668
Apr-18	5177	1830	1160	193	8360
May-18	5236	1790	1106	229	8361
Jun-18	4759	1423	908	224	7314
Jul-18	4391	1259	889	113	6652
Aug-18	4625	1195	977	469	7266
Sep-18	4881	1301	995	91	7268
Oct-18	4903	1315	956	125	7299

NW London Dental / Pharmacy & Health Information

Month	Pharmacy	Dental	Health Info
Nov-17	112	1242	443
Dec-17	141	1561	512
Jan-18	125	1294	631
Feb-18	134	1155	478
Mar-18	137	1369	552
Apr-18	167	1572	503
May-18	165	1661	513
Jun-18	170	1614	391
Jul-18	166	1609	456
Aug-18	155	1679	458
Sep-18	145	1738	414
Oct-18	144	1563	474

NW London Star 5, 6 & 7 Pin

Month	*5	*6	*7	Total
May-18	270	576	2	848
Jun-18	335	445	3	783
Jul-18	324	419	1	744
Aug-18	486	444	4	934
Sep-18	386	354	5	745
Oct-18	553	305	0	858
Total	2354	2543	15	4912

NW London Current Performance

Calls received each month – Summer 30,000 calls a month Winter 36,000 calls a month

Calls Answered in 60 Seconds	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18
NWL Performance	88.10%	92.90%	94.00%	94.40%	95.10%	92.30%	89.90%
London Performance	85.40%	89.50%	87.70%	87.80%	89.10%	85.00%	83.30%

Clinical Contact (target 50%)	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18
NWL Performance	58.40%	58.70%	57.10%	55.80%	54.20%	53.50%	53.50%
England Performance	50.20%	51.10%	51.40%	52.10%	51.50%	53.10%	52.50%

NW London Current Performance

Category 3 & 4 Validation	NWL Performance						NWL Average Apr-Sep	London average Apr -Sep
	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18		
% Category 3 & 4 ambulance dispositions directed to clinician	78.90%	83.18%	78.42%	80.01%	84.06%	84.72%	81.55%	79.20%
% of directed category 3 & 4 ambulance dispositions overridden / downgraded	66.00%	65.59%	65.20%	65.12%	64.18%	64.32%	65.07%	63.50%

Revalidation of real ED started last week – expected 40% reduction of ED sign posting from NHS 111 across Q4 2018/19

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Patient Involvement
Nigel Gausden

- 2 NWL meetings held to date including Call Centre visit and listening to calls
- Reviewed national awareness advertising and feedback to National
- Concentrating on EQIA and “Seldom Heard” groups
- Concentrating on the Patient language and messaging to increase calls to NHS 111 – “Talk Before You Walk” with the outcome of “consult and complete – booking where available”
- Specific Involvement in procurement
- Patient events across NWL happening as drop in sessions – next one 10th Dec – Harrow Community Church
- Standard messaging at all engagement events in Q4 2018/19 and beyond

NW London Key Focus Group Themes

Access



- **Provide a one call service whenever possible**
- **Patients only have to give their information once**
- **Establish direct transfer to pharmacy and dental advice and assessment**
- Increase referral and rapid access to hospital specialists
- *Expand the different entry points including telephones, on-line, Skype, face time, text messaging, phone apps and chat line*
- *Confirm appointment times and location by text/email.*

Technology



- **Increase the number and use of special patient notes by all urgent and emergency care services**
- **Transfer of records from one service to another seamlessly**
- **Use cloud based platforms for record keeping and sharing**
- Keep records up to date
- Expand and continuously update the Directory of Services
- Design KPIs to measure outcomes as well as numbers of calls and outputs.
- *Information on callers to NHS 111 sent to their GP*

Workforce



- **Increase direct referral and access to professionals across the health and social care system.**
- Analyse data on the use of NHS 111 use and match predicted demand with staff rotas
- *Design the workforce based on skills, capability and capacity*
- *Provide continuous training, supervision, reflection and learning for all health and clinical advisers*
- *Staff could rotate between NHS 111, Out of Hours and Urgent Care Centres*

Communication



- *Promote NHS 111 wherever possible such as in pharmacies, GP practices, supermarkets, dentists, opticians, podiatrists, urgent care services*
- *Promote NHS 111 in public places, schools and universities, community centres, and entertainment outlets*
- *Include the NHS 111 number on all dispensing packaging*
- *Include the NHS 111 number on relevant correspondence with patients*
- *Notify patients about the NHS 111 service on discharge from hospital or an urgent care service.*

Service Integration



- **Develop joint commissioning across NHS 111, Out of Hours and Urgent Care**
- **Funding for services should be distributed in response to the new models of care**
- Provider networks should specify the role and expectations of NHS 111
- Integration can be driven through the GP networks and the development of new models of care i.e. diabetes management
- *Focus on patient-centred care with co-designed packages of care*

Bold = High or National Priority

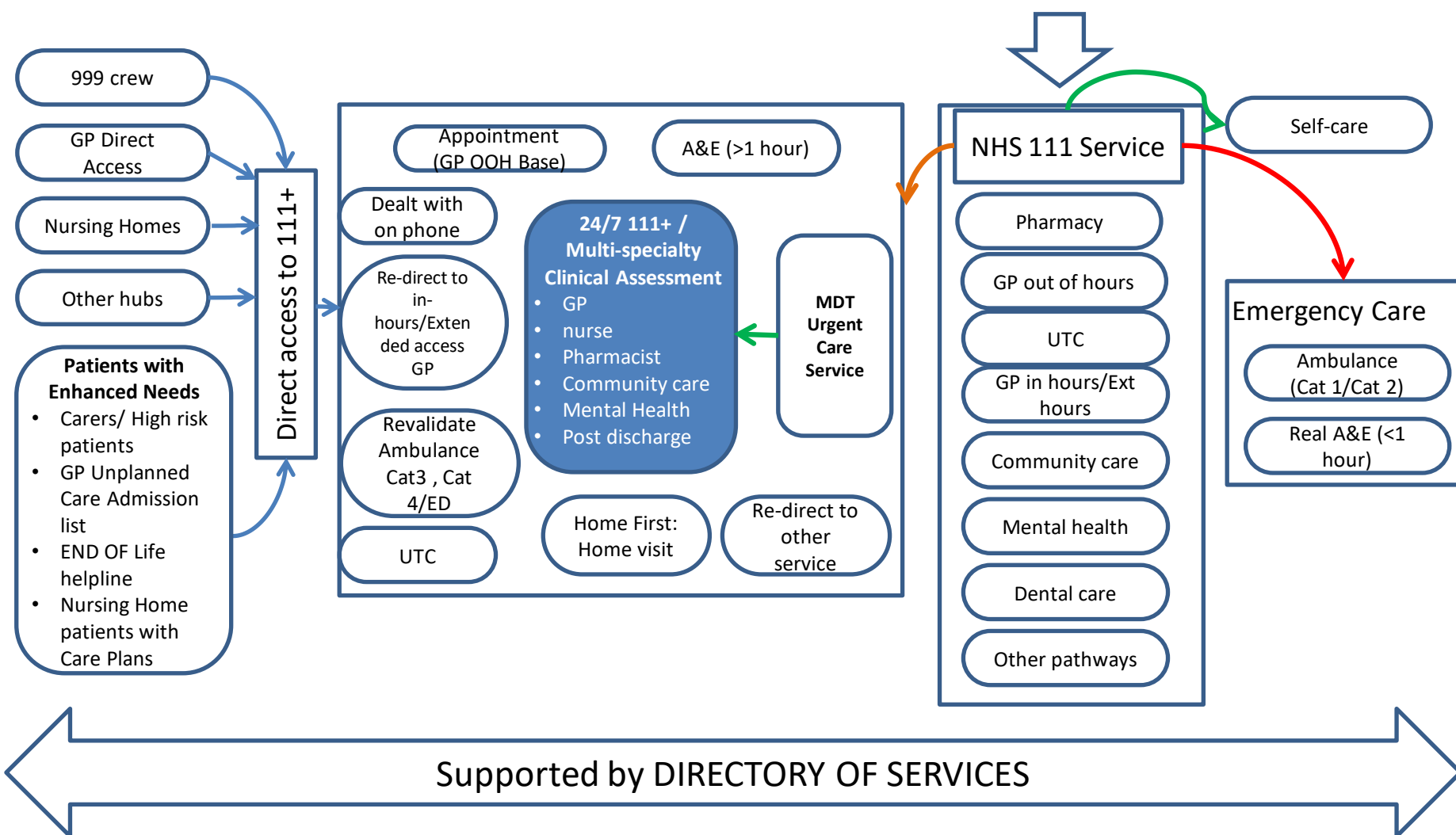
No formatting = Medium or Local Priority

Italic = "Nice to Have"

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Clinical Vision & Clinical Roles
Dr Brigitte Unger-Graeber

NW London Clinical Vision – *illustration only*



NW London Outline Service Goals

- “Talk before you Walk” and “Consult and Complete”
- Equality for physical health and mental health
- Drive support and usage of digital channels and channel shift with expectation of 20% to 30% of all contacts via digital channel through life of contract
- Drive access and usage of all available patients records (physical and mental health) for consistency in care (SCR/SCR-ai/CMC/Mental Health/GP record via MIG)
- Booking via Directory of Service is at the centre of our model to ensure commissioner priorities and pathways followed
- Full usage of ACPs and contract alignment across NWL
- All IUC standards met and ability to review entire patient journey

NW London Outline Service Goals

- Clinical and administration staffing business continuity and flex achieved through lead provider model, links with federations and other local partners
- Recruit staff locally to assist patient calls
- Flexible use of call centre space/virtual single point of access for NWL wide administration and booking for planned community care
- Focus on technology to as enabler to deliver services in line with DUEC agenda including NHS app
- Full Alignment with 3rd Sector providers under framework profiled on the DOS
- Detailed and agreed SOP with LAS for calls and crew on scene
- Ability for Co-Location (physical and virtual) of Health and Social Care Staff
- Better alignment with Social Care

NW London Clinical Pathways in development

- Under 1's and 1-5's
- Over 75's
- Mental Health Warm transfer / in service options and with MH Trusts
- Physiotherapy
- 999 to 111 pass through for low acuity calls
- High intensity users.
- Expected Death pathways and alignment with Nursing homes and Community services
- Social care alignment for patients with visiting carers
- Expanded clinical skills for home visits e.g. prescribing and clinical pharmacist / Advanced Nurse Practitioners/ Physicians associates
- Outbound calling by NHS 111 Clinicians for prevention and telemedicine support
- Non GP visiting clinicians and remote workers with video consultation

NW London likely Clinical Roles in CAS (virtually/Physically)

- General Practitioner
- Advanced Nurse Practitioner
- Emergency Care Practitioner / Paramedic Practitioner
- Physicians associates
- NHS Pathways Clinical Advisor
- Pharmacist –Clinical, Prescribing and non-prescribing
- Paediatric Nurse
- Paediatrician
- Geriatrician
- Palliative Care Nurse
- Mental Health Nurse and allied health professionals
- Physiotherapist

- Focus on Clinical Governance and patient choice
- Dignity and respect for all patients
- Meeting and exceeding national and local quality requirements
- Focus on review of Clinical outcomes across the service
- In-depth end to end reviews and following of the patient journey with all stakeholders
- DOS gap analysis imbedded for future service improvement
- Continuous review of the Directory of Services and opportunities identified
- Development of local appropriate pathways to assist with outcomes
- Focus on access to records to enhance clinical triage outcomes

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Workforce Implications
John Light

- Alignment of resilient Clinical resources
 - Lead contractor arrangement
- Encourage market development to deliver sustainable solution
 - GP Federations / OOH services
- Alignment of pay rates for Clinicians across NWL
- Local training materials developed

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Anticipated Commercial Arrangements
Nigel Gausden

Anticipated Arrangements

NHS Standard Contract

- Due to complexity of the service - Prime/Lead Provider model
- Strongly encourage partnerships with local providers across NWL as stated previously
- Likely overall contract envelope for the service will be detailed in the procurement
- Anticipated 5 year contract with potential extension for 2 years
- Integrated working across the system is key to success, affordability and sustainability
- Meeting National KPIs and Local KPIs (NQRs and LQRs)
- Meeting National DUEC initiatives and exceeding these
- Flexibility to explore new pathways and horizon scanning
- Flexible in light of emerging changes within the NHS.

Anticipated Arrangements

- Strong focus on reporting and continuous improvement
- Strong focus on Channel shift and alignment with primary care digital offerings
- Commissioner to share the reporting capability
- Focus on Gap analysis for services from DOS analysis and data led service development
- Focus on outcomes from the service and utilisation of contracted services across NWL
- Working with the Commissioner in a flexible way to support integration and incorporating learning and innovation;
- Working in partnership with other contracts and organisations across NWL

Anticipated Arrangements

- Monthly contract management meetings
- Monthly Quality meetings
- Monthly end to end reviews with all stakeholders
- ½ yearly workshop reviews
Operational flow and efficiency
- Clinical Outcomes
- Pilots and testing of pathways and technology
- Continuous patient engagement
- Monthly DOS reviews and focus on use of ACPs

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Indicative Procurement Process & Timelines
David Brownlow

Purpose of pre-procurement market engagement

- Ensure that interested providers understand CCG commissioner intentions
- Explore and test level of market interest
- Ensure transparency and equal treatment
- Test and validate commissioning approach and plans as they evolve
- Ensure interested providers are aware of and ready for procurement opportunity
- Inform the design of the procurement process
- Encourage and facilitate provider networking and collaborative solutioning alliances
- Share learning with and obtain from the market

Procurement Process – what you need to know at this time

- ✓ Contract opportunity will be advertised on Contracts Finder and Official Journal of the European Union (OJEU)
- ✓ If you have provided your contact details, we will also remind you directly as a courtesy (but don't rely on this!)
- ✓ OJEU and Contracts Finder will direct interested providers to our e-procurement system, EU-Supply which will be used:
 - To provide all procurement documents (spec, contract, tender forms)
 - Handle all communications during the process, including clarifications
 - Accept submission of completed bids (by the deadline!)
- ✓ Electronic documents and correspondence only – all via EU-Supply. Absolutely no emails or phone calls once we start the process
- ✓ To avoid any delays in accessing documents, register your organisation (and test access) now via <https://uk.eu-supply.com/>

Expected Procurement Timeline (only indicative)

Activity	Dates
Market Engagement Event (1)	July 2018
Market Engagement Event (2)	Dec 2018
Market Engagement Event (3)	Feb 2019
OJEU/Contracts Finder Notices inviting bids	Early April 2019
Bidder briefing session	Mid April 2019
Bid Submission Deadline	May 2019
CCGs' evaluation of bids	May/June 2019
Notification to bidders of contract award decision	July 2019
Standstill and progress toward Contract Signature	July/August 2019
Contract Signature	Early September 2019
Mobilisation planning and delivery	August 2019 – March 2020
Service Commencement	1 st April 2020

Adverts will be published here:

<https://www.contractsfinder.service.gov.uk/>

Relevant and future Procurement documents will be available to download at:

<https://uk.eu-supply.com/>

Next Steps for Potential Bidders

- Today's presentation to be available to all registered attendees
- Questions and answers posted
- Discussions with potential partner organisations that you may wish to work with
- It's ok to be part of more than one bid team! Lead bidder responsible for safeguarding commercial confidentialities
- Keep in touch – it's ok to communicate before any formal procurement commences
- If any concerns, let us know

Discuss / Feedback

Question and Answer Session

Provider Networking